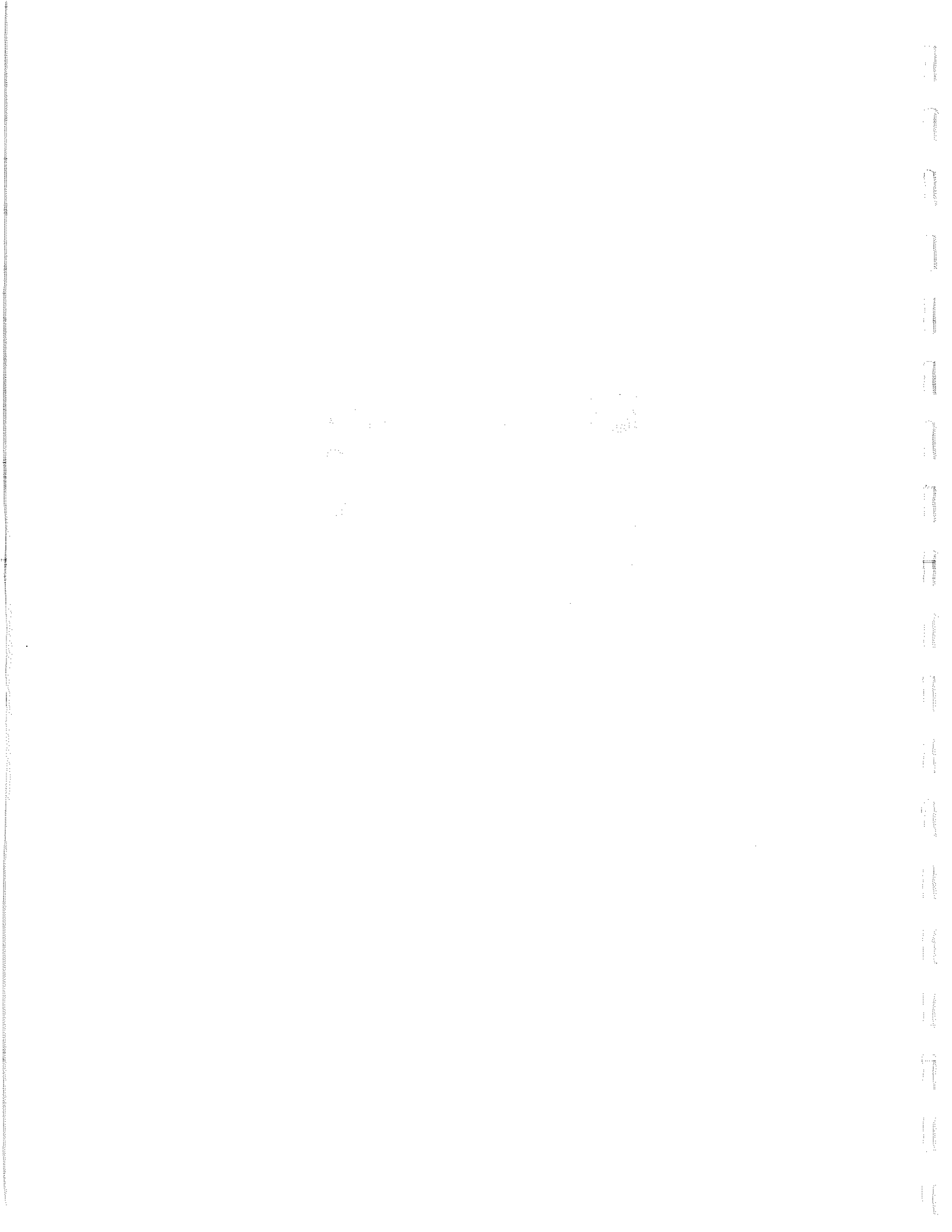


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Foreword

The success of our Iowa Employment Security Commission depends almost wholly upon the willingness of Iowa employers to participate in our programs and services. This includes their cooperation in providing our local offices with their job openings.

The purpose of the employer relations program is to sell employment services to employers, with emphasis on the effectiveness of the local offices in meeting employers' needs.

Employer relations is not the sole responsibility of the employer relations representative staff. Almost everyone in the agency makes a contribution to the relationship we have with Iowa employers.

This Employer Relations Handbook is designed to define the roles our administrative office and local office staffs are expected to play in the employer relations program.

This is an important manual. Read it carefully. The employer relations program will substantially aid our agency in having a massive impact on solving Iowa's manpower problems.

Foremost: Equal Job Opportunity

Emphasis: Equal Job Opportunity

The employer relations representative has a vital function to perform in relaying Civil Rights information to all employers he sees. He best serves employers—and the Iowa State Employment Service—by stressing equal job opportunity for all employees, present and future.

No employer may discriminate in his hiring and employment practices on the basis of race, color, religion, national origin, sex and—in Iowa—age and handicap. This is the law. There can be no deviation from it.

The Iowa Employment Security Commission and all its staff are obliged by contract and by law to abide by the provisions of the Iowa Civil Rights Law of 1965 and the Federal Civil Rights Act of 1964.

All other employment agencies—federal, state or private—are equally obligated.

The Iowa Civil Rights Law states that if an employer has four or more employees, or is federally funded or assisted, he cannot discriminate in his hiring or employment practices on a basis of race, color, religion, national origin or sex. Effective July 1972, the Iowa law forbids discrimination involving age (40-65) and handicaps as employment factors. This amendment was passed by the 64th General Assembly.

The Federal Civil Rights Act of 1964:

Title VI—Nondiscrimination in Federally Assisted Programs. In any use of federal funding, no person in the United States shall, on the basis of race, color, religion, national origin or sex, be excluded from participation in, or be subjected to discrimination in any employment or training activity.

Summary: Where federal funds or assistance are concerned, do not in any way discriminate. This always pertains to the Iowa Employment Security Commission and usually to most employers.

Title VII—Equal Employment Opportunity is an important segment of the Federal Civil Rights Act of 1964 in which the United States Training and Employment Service is specifically named as being covered by Law.

Title VII states, if an employer has 25 or more employees or is federally funded or assisted, there shall be no discrimination in employment or training opportunities based on race, color, religion, national origin or sex.

The Iowa Civil Rights Law of 1965 is more comprehensive and covers more employers than the Federal Civil Rights Act of 1964.

The employer relations representative must fully understand these Civil Rights rules and regulations. One of his more important duties is to explain these rules and regulations to every employer he sees. Please understand that. It must be done. There is no other way.

Grave penalties can result from not complying with the Civil Rights Law—for both the employer and the Iowa Employment Security Commission. The employer relations representative *must* understand this and explain it to *every* employer he calls on.

To give an idea of how our relations with an employer might be severely strained, let's take a hypothetical situation: An employer calls a local office wanting to hire a 25-year-old blonde woman. He's told his order cannot be accepted. It's discriminatory. He wants to know how come. And it's explained he's discriminating against sex, against age and possibly against national origin.

He's already got an employment problem and now there's another problem being added. He's hot under the collar by this time. "Why hasn't this been explained to me before?" he shouts and slams down the receiver. Exit one employer.

All of this could have been avoided by talking it over with him during an earlier visit when he was calm and collected.

The employer relations representative *must*, without assuming to be an expert on Civil Rights regulations, give guidance to Iowa employers. Be tactful. Use the approach that practically all employers in the state are willing to cooperate and have no intention of discriminating in employment opportunity.

Be firm. Explain that it is the law and must be adhered to. Emphasize that the Iowa Employment Security Commission is fully committed and dedicated to equal employment opportunity for all without consideration for race, color, age, religion, handicap, sex or national origin. State that the Iowa Employment Security Commission must perform *all* of its services with this policy in mind.

Be alert for infractions of the Civil Rights law. By diplomatically calling any violations to the attention of employers, the employer relations representative can provide a valuable service. This service can save employers embarrassment and possible penalties.

Examples: An employer who falls under the Civil Rights code who has no minority groups employees is possibly subject to question. Is this truly because of valid nonavailability of minorities?

Take a look at job requirements. Would a worker without a high school diploma or a General Education Development High School Equivalency certificate fit into a prescribed job? Are the hiring requirements too high? Is a review of mandatory job specifications needed?

Are advancement and promotional opportunities equal for all employees, regardless of race, color, religion, age, national origin, sex or handicap?

If the business has subscribed to observance of equal

employment opportunities in all hiring, are all levels of management within the business aware of it?

The employer relations representative's role in spreading the word about Civil Rights and the prohibition of discrimination in employment is *all* important. It must become a part of his *everyday* duties.

Form the habit of talking about equal employment rights and greater assistance can be offered in providing the full array of employment services.

The Responsibility of Local Office Management

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Selecting and Training Employer Relations Representative

The local office manager will select the employer relations representative from qualified prospects.

Three months' experience in employment service is required before specific employer relations training.

Formal training of the employer relations representative is the responsibility of the local office management and the state employer relations supervisor.

Local office management will provide initial training.

State employer relations supervisor will provide follow-up training.

Local office management will provide the following assistance to the employer relations representative:

- Selection of firms to contact
- Planning contacts
- Accompanying him on contacts
- Writing results of contacts
- Writing employer plans of service

This procedure will continue until the local office manager is satisfied the employer relations representative is capable of assuming the responsibilities.

Local Office Management Supervision of Employer Relations

Daily

Review employers with employer relations representatives prior to contacting them for additional information.

Discuss problem firms, ascertaining needed additional services.

Verify that commitments of employer plans of service are being met.

Discuss any problems or commitments resulting from employer relations representative contacts.

Monthly

Review placement contact records, evaluate accomplishments and check production.

Check promotional telephone contacts for promotional technique, interviewing technique, courtesy and speech.

Planning the Overall Program

Establish a major market list of firms.

Base this list on the larger firms of the area which employ 75% of the overall total of workers.

Make up Form 330 records for these firms, including employment and company data pertinent to their operation.

Set up these records in placement units working with industrial group.

Establish a minor market list of firms.

This group will be made up of firms not included in the major market list.

Make up Form 332 records for these firms, including personnel and employment data pertinent to their operation.

Set up these records alphabetically by industry in or near the placement unit working with the industrial group.

Determine the firms requiring attention or needing development.

Make personal contacts with firms having

- Considerable employment potential
- Low penetration rate
- Employment problems
- Excessive new hire rate
- Recruitment needs
- High quit rate
- Potential customers for E.S. programs

The number of the above contacts will depend upon the degree of need.

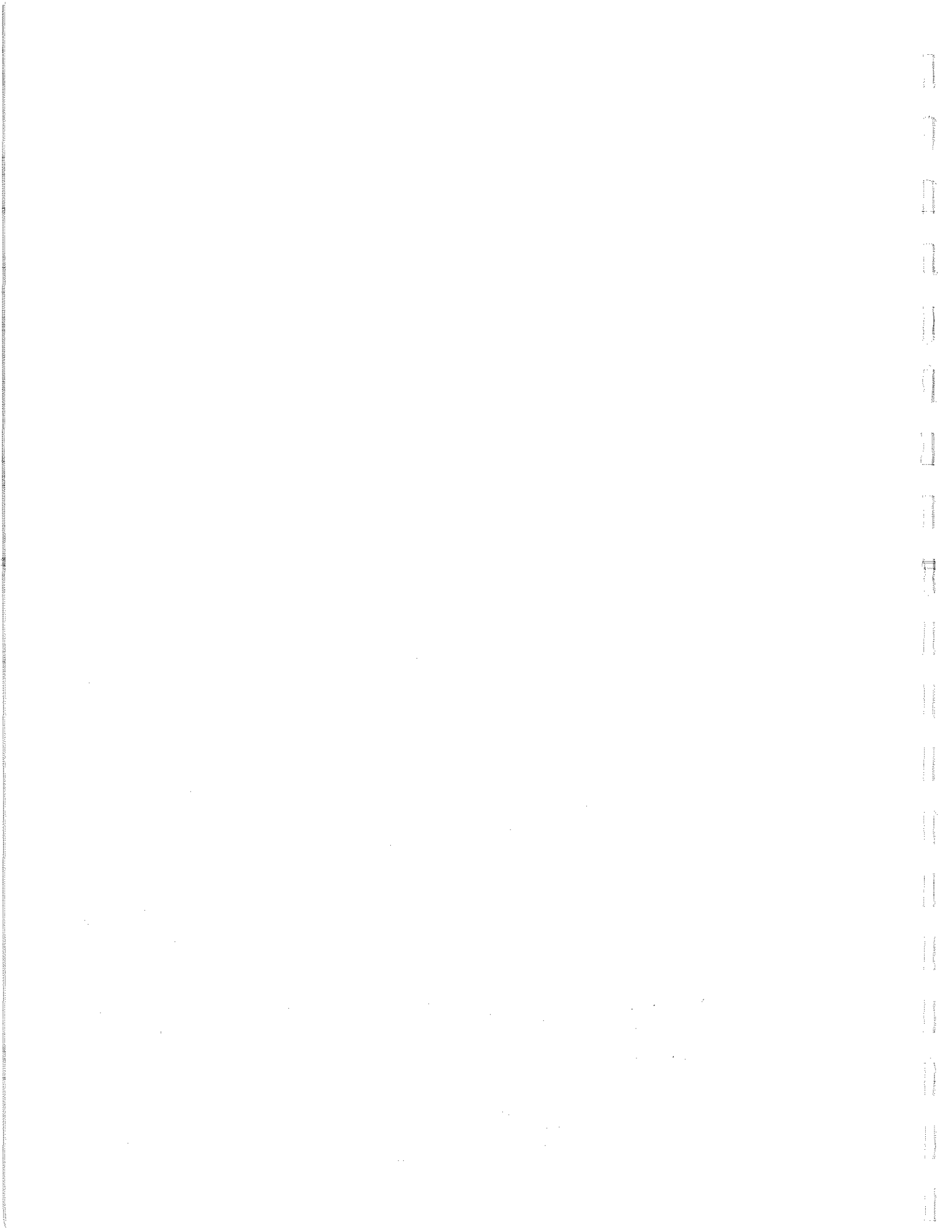
Make telephone contacts to

- Supplement personal contacts
- Substitute where personal contacts are not merited
- Develop job openings for specific applicants or groups of applicants

Make mail contacts for

- General employment service promotion
- Specific promotion for industrial groups
- Firms too small to warrant personal or telephone contacts.

Duties and Responsibilities of the Employer Relations Representative



Office Operations

Know local office programs and services to the extent of being effectively informed.

Cooperate with the personnel in each office unit in exchanging employer information, solving employer problems and discussing applicants and applicant supply.

Be fully aware of all local office rules and regulations and their application.

Have a thorough knowledge of the organization, functions and responsibilities of the Iowa Employment Security Commission.

Know the general aspects of the unemployment insurance law and be able to discuss it with employers. (Direct specific technical questions to the unemployment insurance staff.)

Job Responsibility

Sell and promote employment services to assigned firms.

Keep informed of the activities of each account on a continuing basis through placement unit, employer records (608), telephone calls and personal contacts.

Follow-up on any problem either by telephone or personal contact.

Be observant: note plant operations, staffing patterns and employment problems of each assigned firm.

Utilize your time to best advantage:

Proper scheduling of time and travel.

Selecting the most appropriate time to meet with an employer.

Making appointments only when necessary or requested by the employer.

Talking only to hiring officials...reporting only those contacts where employment service was discussed.

Maintain employer records (330-332), showing complete, current information.

Tentatively plan a six-month period of telephone calls, personal contacts and mailings required for each assigned employer account.

Prepare a plan of service for each assigned employer account.

Select firms and make necessary arrangements for group discussion of existing problems.

Attend meetings and work with social, fraternal and business organizations.

Keep abreast of local, state and national labor conditions.

Planning the Contact

The planning of the employer contact is very important, directly related to the success of the employer relations representative's efforts.

Merely selecting 330 and 332 folders, then calling on employers represented by the folders to ask if we can serve them will not convince them we have a professional employment service.

As salesmen and technicians, we must know our customers be acutely aware of their employment problems and needs and the services we can provide.

The following list of things to do before an employer contact is to be strictly followed:

Have a definite purpose for the contact.

Check previous orders and their disposition.

Check available applicants for the industry or firm to be contacted.

Check with placement interviewers for any additional information or problems.

Check 608 for hiring and employment data.

Read summary of previous contact.

Have general knowledge of labor conditions.

Making the Contact

Approach

See the right person, as shown on the 330 form. Secure his attention and interest. Be informal and friendly. Display your interest in helping. Give the employer the opportunity to participate. Be alert to moods and the possible necessity to change your approach. Ask questions to promote interest.

Presentation

This is your "sales talk" period. Explain the purpose of your contact. Be concise and speak in terms of the employer's interests. Present a program to help the employer. But don't oversell.

Discussion

You have stated your proposition. Now get the employer to talk. Attempt to control the discussion without forcing it. Ask provocative questions. Be a good listener.

Give specific answers to his questions. Make sure the problems are specifically stated. Get the information you are there to obtain. Take notes if necessary. Be alert to needs for industrial services. Try to give help or arrange assistance where needed.

If you haven't done so, try to arrange a plant tour for yourself and members of the placement staff. Invite the employer to visit the local office and meet the employment service staff.

Rebuttal

This step frequently blends with the discussion period. Answer questions and objections. Try to reconcile any differences. Continue to give and secure information. Plan to follow up on any complaints when you return to the office.

Close

Again repeat how the employer can benefit by using our services. Summarize what the local office can do for him, reaffirm services previously described. State proposals specifically. Take an order, if indicated, and ask to see the job, if feasible.

Thank him. If possible, let him know when you will call again. Leave—don't overstay your welcome.

Follow-up

As soon as you return from the contact, advise placement interviewers about any facts and commitments that may affect them in servicing the employer.

Follow up on the results of each contact. Inform your supervisor of commitments made and discuss the employer's problems with him. Report any request for special help. Appraise the results of the contact. If necessary, make changes in plan of service. Check progress on open orders and other services arranged. Keep in touch with the employer.

Promotional Telephone Calls

Telephone contacts are a planned part of the employer relations program. They are designed to supplement the personal contact schedule. For example, three personal contacts and two telephone contacts properly spaced may be as profitable as five personal contacts.

Preparation for Industry-Wide Campaign

Review employment trends from 608 forms and closed orders for at least a three-month period.

Review placements in industry from local office records.

Check local and national industry information. Use trade association bulletins, union publications and Manpower Administration records.

Check active file for applicants, especially for entry or turnover jobs.

Discuss problems in serving industry with other staff members.

Review labor market information for estimates of employment in industry, shortage occupations and number in training as replacements locally.

Determine suitable times of day or week for making calls.

Preparation for Individual Employer

Check on status of employer's orders just before making your call.

Outline content of call:

Note facts about the industry.

Choose selling points that are timely.

Be brief.

Anticipate objections.

Approach

Make your call from a telephone where noise and distractions are at a minimum. Identify yourself and your organization clearly and immediately. Be sure you pronounce the employer's name correctly. Plan opening remarks most likely to arouse interest. Get to the main purpose of your call quickly. Be prepared to modify your planned presentation on the basis of the employer's response.

Presentation

Present merely a few salient points. Be brief, don't ramble. Avoid technical employment service terminology and slang, use language clearly understood by the employer. Avoid too many questions. Give the employer a chance to enter into the conversation as early as possible. Address him by name.

Discussion

Listen carefully to what the employer says. Get the details so you will not have to call him again and have him repeat something. Don't interrupt if you can avoid it. Avoid arguments, briskness and impatience. Talk in terms of the employer's interest.

Rebuttal

Follow the employer's reasoning so that you may meet his objections. Don't engage in prolonged debate. Try to meet objections by presenting positive proposals. If serious resistance appears, perhaps a personal contact should be made.

Close

Keep your calls short, but don't cut the employer off. Close promptly if he shows restlessness or impatience. If you must call back to give requested information not immediately available, explain why. Call back promptly. In your closing remarks, try to get an order. Confirm any commitments made. Remind the employer how he can reach your office. Thank him.

Plan of Service for Individual Employers

Service to the individual employer is offered according to a plan based on his individual needs. The plan of service is developed on a continuing basis as the employer's needs are determined through visits and other relationships.

For example, an employer may inquire about the use of tests to aid in selecting applicants for his jobs because the workers he hires "do not seem to work out so well." The employer relations representative may notice that other factors—such as working conditions, lack of adequate job information, inadequate interviewing methods or other reasons—are causing the employer's difficulties.

Assistance is given in solving these problems before resorting to testing of applicants, for tests alone will not achieve the desired results.

Perhaps an employer is concerned about high turnover in certain jobs and he needs additional workers immediately. Job orders are taken and qualified workers referred as soon as possible. Then appropriate assistance should be given in determining and correcting the causes for the excessive turnover.

Because the form and substance of plans of service vary greatly according to wide differences in employers' needs, no standard form or pattern can be successful in all cases. Each must be determined and developed to fit the particular needs of the individual employer.

Items to Be Covered

(The following list is not all inclusive but suggests the possible content of a plan of service.)

Frequency of contacts.

Additional information about jobs or their requirements or the employer's labor demands.

Informational tools or promotional devices needed in getting the employer's acceptance, understanding and cooperation.

Points to be discussed and information to be given.

Problems to be studied or analyzed.

Assistance to be given to the employer.

Employment service programs to be presented to employer.

Action to be taken by the local office to improve service as a result of problems which have developed or from additional information.

Arrangements for plant visits.

Commitments made for recruitment, testing, preparation of job specifications or other assistance.

Suggestions or recommendations to be made.

Industrial Services

Professional industrial services are provided to aid employers in resolving manpower problems on a limited scale through the local office and the state administrative office. The purpose of this section is to inform the employer relations representative of the scope of industrial services available, his responsibility in recognizing employer problems and arranging appropriate remedial action.

Some of the industrial services are:

Assisting the employer in analyzing and evaluating basic causes of problems, such as:

- Specifications for hiring workers.
- Assigning workers to jobs.
- Absenteeism among workers.
- Estimating labor force.
- Surveying workers' attitudes.
- Certain phases of turnover.

Instructing the employer in the application and use of materials, techniques and related aids in resolving problems. Examples:

- Job analysis.
- Skill inventory.
- Job relationships.
- In-plant transfer.
- Job re-engineering.
- Job evaluation methods.

Direct recruiting of workers for specific jobs and for specific employers when there is a shortage of qualified workers in the active file.

Referral of test-selected applicants to employers for interview. Testing applicants selected by employers. Developing specific aptitude test batteries for specific jobs.

Analyzing workers' skills in anticipation of plant shut-down to facilitate transfer of workers to other jobs.

Making suggestions for reducing absenteeism and turnover.

Providing information about prevailing wage rates based on employer orders, but without revealing the information sources.

Cooperating with employers and other agencies in special surveys to determine number of workers, their skills, housing units and other factors necessary to plant expansions or to attract new industries.

Disseminating and interpreting labor market information gathered by the employment security agency.

Providing information about methods of wage rate determination, but taking no part in the actual pricing of jobs.

Employer Relations Representative's Responsibility for Industrial Services

Recognize the clues and symptoms of the employer's problems.

Determine the major contributing causes of these problems.

Determine appropriate remedial action.

Provide as much technical assistance as possible:

Identify specific problem areas.

Inform employer of the type and amount of remedial action indicated.

Determine the extent that the employer and his staff are willing to undertake this action.

Provide assistance:

Induce employer to revise unrealistic hiring specifications.

Prepare a staffing schedule.

Prepare job specifications for selected jobs.

Make a physical demands analysis of selected jobs.

Suggest a job evaluation program.

Suggest an analysis of channels of transfer and promotion, of hiring and assignment.

Suggest setting up adequate personnel records.

Suggest the installation of appropriate induction or refresher training programs.

Help improve interviewing techniques.

Discuss employment service programs such as JOBS, OJT and WIN.

Analyze reasons for turnover and absenteeism.

Suggest uses of tests or test development.

Make prevailing wage and labor market information available.

When necessary, arrange for state office technician to consult with the employer about his problems and to work out satisfactory plans for solving them. This assistance may include training employer's staff in job analysis techniques, preparation of job specifications, conducting test development studies or making other highly technical surveys.

Cost of Turnover: An industrial problem

It has been estimated there are 30 million job changes a year. Thus, an average worker stays put only two years. Actually, some workers change jobs several times a year while others establish long-service records. The cost to a company to replace a worker—the costs of recruitment, selection, training and so on—have been variously estimated. According to some authorities, a clerk or machine worker may be hired and brought up to standard for \$200 to \$300. Thousands of dollars are required for sales, technical and executive replacements. If \$350 is taken as a conservative figure, it is readily seen the cost of 30 million job changes is in excess of \$10 billion a year. The true figure may be much higher.

—From "Studies in Personnel Policy,"
No. 144, National Industrial Conference Board, Inc., New York

A recent survey on employee turnover shows that it costs \$208 to hire, attempt to train and eventually fire a worker who "fails to make the grade." The following factors were considered in making the survey: Maintaining an adequate personnel department, instituting and carrying out a training program, extra time needed for on-the-job supervision, loss from rejected materials and damaged equipment, make-up pay to meet the minimum wage and increased unemployment insurance taxes.

—From "Management Methods"

The cost of turnover involves recruiting, hiring, assigning and training of new workers to replace those who have left their jobs. The cost also involves expensive personnel and fiscal record keeping. But even of greater significance, excessive labor turnover results in lower production, increased tool breakage and spoilage. An intangible cost is lower morale of the plant workers. Turnover can never be completely eliminated but it can be reduced. The causes can be determined and remedial treatment used in lessening or removing of these causes.

The dollar cost of turnover can be fairly accurately figured.

Criteria for Requesting a Test Development Study

No suitable specific aptitude test battery exists for the job in question.

Test selection apparently will reduce turnover, cut training time or improve productivity.

Development of a suitable test battery is desirable because of the essentiality of the job and the number of placements involved.

Employer understands that test battery development may require three months to a year and numerous conferences between our technicians and his staff on problems of job analysis, sample selection, production records, supervisory ratings and follow-up.

Employer is willing and able to cooperate under one of the two following plans or a combination of both:

He can make available for testing an experimental sample of at least 30, and preferably 50, experienced workers between 18 and 54 who will all perform the same job. If necessary, two or more plants or two or more employers may be combined to produce an experimental sample of sufficient size, but the job duties of all workers must be similar.

He is willing to continue to hire new workers without knowing their test results until at least 30 and preferably 50 have been hired and trained. He will provide production records or supervisory ratings on these workers. We will then analyze their test results to develop an appropriate battery. This method usually takes longer but is the better of the two. It is the only alternative for a new job or a new plant.

If a union is involved, the union should have been informed and should have expressed willingness to accept the use of test results.

Advance Notice of Technological Changes from Employers

Recognize clues indicating the possibility of change.

Establish an approach that will induce employers to supply advance notice of impending changes.

Inform employers of the benefits of the full utilization of employment service before and during transitional change.

Information to be obtained from employers planning changes:

What departments or organizational units will be involved in the change?

What are the major functions of the departments or units?

What new machinery, equipment or systems are to be installed? Get descriptions.

What alterations are anticipated in the staffing pattern of the unit affected by the change? Get occupational titles of new jobs to be created, old jobs to be eliminated, the number of each by category and the date the change is to take place. Keep in mind your interest in this question is in jobs rather than people.

What changes in worker status will result from the change? Get occupational titles, date of change and number of persons in each occupation to be affected by transfer, promotion, layoff or change in job content. Your interest here is in the workers and how they will be affected.

What facilities are used by the firm to meet training needs? Consider on-the-job training, apprenticeship training and community facilities.

Does the firm have training needs?

If possible, get any statements the employer has prepared concerning company policy in effecting technological change, benefits to effected workers, union requirements or copies of pertinent parts of union contracts.

Get any other information considered necessary by the local office to develop a continuing plan of service to the firm.

Check List in Planning Employer Contacts to Obtain Technological Changes

Has the industry represented by the firm experienced automation or technological change?

If so, to what extent, where, how recently?

What services have been provided by the employment service in automating firms in the industry?

Are there indications that this firm is planning changes?

Does the employment trend indicate changes?

Has there been a marked drop or increase in anticipated employment needs?

Have newspapers or other information media indicated impending change of service or product?

Is the firm recruiting workers in occupations not formerly included in staffing patterns?

Have there been rumors of change from other sources in the industry?

Have new contracts been obtained by the firm?

Has the possibility of technological changes been discussed previously with this employer?

Plan of Service

Develop a plan of service in cooperation with management, placement personnel, testing and counseling staff. This plan should meet the employer's needs.

Follow-up on progress of the plan.

Revise or change plan when necessary to better serve the employer and workers.

Planning Guide for Employer Account Review

Methods of developing plan of service:

Reviews of individual employer account by employer relations representative and supervisor.

Group reviews of an employer account.

Reviews of employers' accounts in group meeting.

Review identifying information.

Name of firm, address, hiring and other officials.

Industry code, product or services produced.

Are there other activities besides direct production—office, warehouse, laboratory, cafeteria?

Review current or anticipated employment.

Current total employment—major occupational groups, skill levels, departments.

Changes from previous months.

Reasons for changes—seasonality, business conditions, contracts, material shortages, other factors.

Accessions and separations for last month. Were there new hires? What occupations? Skill groups? When made?

What changes are expected next month? In the next two months? Four months?

What workers are hired through other sources?

Rehires

What occupations? How many? . . . Does employer call back former employees before hiring others? If so, do all called back return?

Union

What does bargaining agreement provide on hiring?
Which occupations can employer hire through us?
How many in these jobs? What time limit for union?

Gate Hiring

When does employer interview? How many? Does employer advertise?

Friends and Relatives

Through what sources does employer obtain names?
What proportion of hiring done through these sources?

Employer's Own Sources

Does employer keep application cards? How long?
How effective are they? How many respond to employer's call-in? How many hires in proportion?

Find out what difficulty employer has in getting and keeping workers.

Working Conditions

Location, transportation, heat, noise, hours, shifts, vacation, insurance, sick leave, wages, benefits, hazards Are wages in line with prevailing rates? Have we offered prevailing wage information? Which working conditions help attract workers? Which hinder recruitment?

Personnel Practices

Does employer screen applicants? Have tryout tests? Is there a personnel department? What help can we offer with employer's personnel records or practices? Who has hiring authority? What induction and training methods are used? Who makes final selection? Any problems with supervision? What are lines of transfer and promotion?

Testing

Can tests be used for entry jobs? What test batteries are available? Can local office handle anticipated volume? Can we help employer analyze jobs or skills needed? How much help is available from our staff? What technical aids should be discussed—job analysis, occupational patterns, staffing schedules, skill inventories?

Recruitment

Does employer know kinds and numbers of needed workers ahead of time? How far ahead, how accurately? Are suitable workers scarce in current labor market?

In what occupations are recruitment problems evident? Can women be used more extensively where they are not now employed? Would employer consider training if supplemented by E.S. programs such as WIN, OJT, or JOBS?

Employer Job Specifications

Does employer know what his jobs require in skills, experience, training? Are job specifications accurate, current, realistic? In what occupations are specifications needed? On repeat orders, when did we last check exact duties? Did you observe employees at work? What problems in recruitment do employer hiring specifications present? Is employer aware that working conditions, wages, hours, etc., may cause his recruitment difficulties? Any effort made to have employer change present job specifications?

Problems in Keeping Workers

Kinds of workers employer finds hard to keep? What departments? What occupations and skills? How long after being hired do most workers quit? Does employer repeatedly hire for some jobs? Why? Any worker dissatisfaction reported? By employer? By workers? For what reasons? Have we suggested turnover analysis—exit interviewing?

Find out what we did to get employer's openings.

How many contacts were made during past year?

How many phone calls?

What "sales points" were used?

What specific points were discussed? Problems?

What were results?

Was timing of contacts appropriate?

What portion of employer's hires did we get last year?

How many openings? How many did we fill?

What percentage of total new hires?

What kinds of workers were hired through us?

What occupations and skill levels? How many?

At what intervals and how frequently were orders placed?

Which orders did we fill? Not fill?

For what available occupations did we not get orders?

Were our recruiting services adequate?

How long did job orders remain unfilled?

Were applicants available in our files?

What kinds of recruiting did we do?

Did we suggest advertising, positive recruitment?

Did we explain current labor market conditions?

Did we explore possible use of related skills—job conversion, job dilution, upgrading, trainees, older workers, younger workers, handicapped?

Were our referral and selection services adequate?

Were our referrals prompt, within specified time limits?
If not, why?

If referrals did not meet required specifications—in what way and why not?

How many nonhires? Give reasons.

Referral-placement ratio?

What number of applicants referred by us are still unemployed?

How much business may we expect from this employer?

How many openings next month? Which occupations?

Can we fill them? What problems should we anticipate?

Check List

Use this check list to review accounts at least every six months and to assist in planning promotional programs and advance scheduling for the coming six months.

For major market accounts:

Which large accounts have not placed orders during the last six months? Why?

Promotional efforts, devices used? How frequently?

Have accounts been discussed with your supervisor and manager?

Compared with record of activity with employment trend information on Form 608, what percentage of new hire business did your office receive?

Review Form 608. Learn in what accounts business was lost, compared with previous periods. Why?

What can be done about it?

For minor market accounts:

What do records show for industry trends?

How much hiring was done by industries showing expansion?

Was the business received from these employers reasonable? If less than expected, why?

Are previous accounts still using our services? If not, why?

Does each record show telephone contacts?

Evaluate Your Work

Review results of each contact with your supervisor, including employer records.

Review all assigned accounts regularly. Determine progress.

Determine progress where the group approach has been used.

Check on all commitments made.

Check on use of time in the field.

Have schedules and itineraries been realistic?

Has field time been evenly distributed or concentrated at end of month?

Have contacts been timed properly?

Other Duties and Responsibilities

Company Data

The employer relations representative has the responsibility of collecting pertinent data for Forms 330 and 332. This data must be checked each six months to insure completeness and accuracy. Each item on the forms not pertinent to the employer should be "dashed" (—) to show they have been checked and do not apply to the firm. Be neat. Replace soiled and/or frayed folders and forms.

Form 331 is to be completed according to instructions on the form. Include any of the firm's future plans. Remove Form 331 when its data is no longer pertinent.

Communications

The employer relations representative will meet weekly with management or placement interviewers to discuss current employer information, including:

- Change in hiring personnel.
- New jobs added.
- Data on present and future employment needs.
- Problems regarding our referrals.
- Status of orders.
- Recruitment problems.

Assisting with Employer Problems

In working with employers, the employer relations representative will study all operations to determine problem areas. He will offer assistance in solving existing problems. The essential information and tools needed to give adequate assistance:

Complete operational data by department and division, including:

- Operation or activity
- Number employed
- Job classification of employees
- Entry jobs
- High turnover jobs

This data will become a part of the employer's permanent record.

Hiring specifications on entry and high turnover jobs for local office use. The employer relations representative will write job descriptions pertinent to the placement function. Company job descriptions may be obtained, when available, for use in selection of workers. These job descriptions are to be filed with the placement unit and used by placement interviewer in selecting workers for the firm.

Employer brochures and other materials giving history, production data and other general information. Set up a file of this information as a source of reference and study.

Testing is an employer relations tool. When the employer problem is obtaining better workers, reducing turnover or filling entry jobs with inexperienced workers, a possible solution is testing.

Procedures to be followed:

Analyze the problem.

Identify the problem occupations and prepare job specifications.

Determine if suitable tests are available.

Additional information needed before recommending testing in relation to problem:

Recruitment: Number of employees in occupation, general hiring requirements, restrictive educational levels, marginal or substandard wages, accessibility to labor supply.

Turnover: Lack of aptitude of entry workers, wages (in line with those paid for comparable work in the area?), underutilization of skills, personnel practices (transfers, promotion, poor supervision), working conditions, transportation.

Explanation of what tests will accomplish:

Test-selected applicants acquire skills in a shorter period of time, reducing training costs.

Test-selected applicants are more likely to find job satisfaction because they have aptitudes for the job and thereby reduce the number of quits.

Inform employer that tests will not predict personal traits such as attitude, willingness to work, cooperativeness, etc.

Clearance is an employer relations tool. If the employer's problem is locating workers not available locally, extending his orders to various sections of the state or nation may be discussed.

Explain procedures and give information for extending orders.

Explain criteria for extending job openings.

Discuss referral methods.

Keep informed on possible labor demand and supply areas from the Iowa Inventory, labor market releases and local labor conditions.

Explain key city, professional office network.

Be prepared to discuss the procedures of importing immigrants for specific jobs. Explain the Immigration and Nationality Act.

Additional Tools for the Employers Relation Representative

Personnel Inventory—Appendix B.

This is another tool to be discussed with employers: *Personnel Inventory*. See Appendix B for complete information.

U.S. Department of Labor publications:

Occupational Analysis Manual

Are You Creative with People?

Developing Your Manpower

Handbook for Job Restructuring

State Turnover Rates: See monthly publication, *Iowa Employment and Earnings*, produced by the Research and Statistics Department, Iowa Employment Security Commission.

Recommendations for working with unions: *Personnel Inventory—Appendix C.*

A work committee appointed by the Department of Labor explored relationships between employment services and labor unions. Six major areas were discussed, resulting in suggestions for management and employer relations representatives to establish working relations. See Appendix C.

Who needs employment service?—*Personnel Inventory—Appendix D.*

An enumeration of reasons why various firms need employment service. See Appendix D.

The employer's waiting to be sold—Appendix E.

H. F. Green, Industrial Relations Director, M & R Dietetic Laboratories, Inc., Columbus, Ohio, gives the employer's point of view about the state employment service.

Techniques of Selling

1. The first part of the document is a list of names and addresses of the members of the committee. The names are listed in alphabetical order, and the addresses are listed below each name. The list includes the names of the members of the committee, the names of the members of the sub-committee, and the names of the members of the advisory committee. The addresses are listed in the same order as the names. The list is as follows:

Name	Address
Mr. A. B. C.	123 Main St., New York, N.Y.
Mr. D. E. F.	456 Main St., New York, N.Y.
Mr. G. H. I.	789 Main St., New York, N.Y.
Mr. J. K. L.	101 Main St., New York, N.Y.
Mr. M. N. O.	202 Main St., New York, N.Y.
Mr. P. Q. R.	303 Main St., New York, N.Y.
Mr. S. T. U.	404 Main St., New York, N.Y.
Mr. V. W. X.	505 Main St., New York, N.Y.
Mr. Y. Z. A.	606 Main St., New York, N.Y.
Mr. B. C. D.	707 Main St., New York, N.Y.
Mr. E. F. G.	808 Main St., New York, N.Y.
Mr. H. I. J.	909 Main St., New York, N.Y.
Mr. K. L. M.	1010 Main St., New York, N.Y.
Mr. N. O. P.	1111 Main St., New York, N.Y.
Mr. Q. R. S.	1212 Main St., New York, N.Y.
Mr. T. U. V.	1313 Main St., New York, N.Y.
Mr. W. X. Y.	1414 Main St., New York, N.Y.
Mr. Z. A. B.	1515 Main St., New York, N.Y.
Mr. C. D. E.	1616 Main St., New York, N.Y.
Mr. F. G. H.	1717 Main St., New York, N.Y.
Mr. I. J. K.	1818 Main St., New York, N.Y.
Mr. L. M. N.	1919 Main St., New York, N.Y.
Mr. O. P. Q.	2020 Main St., New York, N.Y.
Mr. R. S. T.	2121 Main St., New York, N.Y.
Mr. U. V. W.	2222 Main St., New York, N.Y.
Mr. X. Y. Z.	2323 Main St., New York, N.Y.
Mr. A. B. C.	2424 Main St., New York, N.Y.
Mr. D. E. F.	2525 Main St., New York, N.Y.
Mr. G. H. I.	2626 Main St., New York, N.Y.
Mr. J. K. L.	2727 Main St., New York, N.Y.
Mr. M. N. O.	2828 Main St., New York, N.Y.
Mr. P. Q. R.	2929 Main St., New York, N.Y.
Mr. S. T. U.	3030 Main St., New York, N.Y.
Mr. V. W. X.	3131 Main St., New York, N.Y.
Mr. Y. Z. A.	3232 Main St., New York, N.Y.
Mr. B. C. D.	3333 Main St., New York, N.Y.
Mr. E. F. G.	3434 Main St., New York, N.Y.
Mr. H. I. J.	3535 Main St., New York, N.Y.
Mr. K. L. M.	3636 Main St., New York, N.Y.
Mr. N. O. P.	3737 Main St., New York, N.Y.
Mr. Q. R. S.	3838 Main St., New York, N.Y.
Mr. T. U. V.	3939 Main St., New York, N.Y.
Mr. W. X. Y.	4040 Main St., New York, N.Y.
Mr. Z. A. B.	4141 Main St., New York, N.Y.
Mr. C. D. E.	4242 Main St., New York, N.Y.
Mr. F. G. H.	4343 Main St., New York, N.Y.
Mr. I. J. K.	4444 Main St., New York, N.Y.
Mr. L. M. N.	4545 Main St., New York, N.Y.
Mr. O. P. Q.	4646 Main St., New York, N.Y.
Mr. R. S. T.	4747 Main St., New York, N.Y.
Mr. U. V. W.	4848 Main St., New York, N.Y.
Mr. X. Y. Z.	4949 Main St., New York, N.Y.
Mr. A. B. C.	5050 Main St., New York, N.Y.
Mr. D. E. F.	5151 Main St., New York, N.Y.
Mr. G. H. I.	5252 Main St., New York, N.Y.
Mr. J. K. L.	5353 Main St., New York, N.Y.
Mr. M. N. O.	5454 Main St., New York, N.Y.
Mr. P. Q. R.	5555 Main St., New York, N.Y.
Mr. S. T. U.	5656 Main St., New York, N.Y.
Mr. V. W. X.	5757 Main St., New York, N.Y.
Mr. Y. Z. A.	5858 Main St., New York, N.Y.
Mr. B. C. D.	5959 Main St., New York, N.Y.
Mr. E. F. G.	6060 Main St., New York, N.Y.
Mr. H. I. J.	6161 Main St., New York, N.Y.
Mr. K. L. M.	6262 Main St., New York, N.Y.
Mr. N. O. P.	6363 Main St., New York, N.Y.
Mr. Q. R. S.	6464 Main St., New York, N.Y.
Mr. T. U. V.	6565 Main St., New York, N.Y.
Mr. W. X. Y.	6666 Main St., New York, N.Y.
Mr. Z. A. B.	6767 Main St., New York, N.Y.
Mr. C. D. E.	6868 Main St., New York, N.Y.
Mr. F. G. H.	6969 Main St., New York, N.Y.
Mr. I. J. K.	7070 Main St., New York, N.Y.
Mr. L. M. N.	7171 Main St., New York, N.Y.
Mr. O. P. Q.	7272 Main St., New York, N.Y.
Mr. R. S. T.	7373 Main St., New York, N.Y.
Mr. U. V. W.	7474 Main St., New York, N.Y.
Mr. X. Y. Z.	7575 Main St., New York, N.Y.
Mr. A. B. C.	7676 Main St., New York, N.Y.
Mr. D. E. F.	7777 Main St., New York, N.Y.
Mr. G. H. I.	7878 Main St., New York, N.Y.
Mr. J. K. L.	7979 Main St., New York, N.Y.
Mr. M. N. O.	8080 Main St., New York, N.Y.
Mr. P. Q. R.	8181 Main St., New York, N.Y.
Mr. S. T. U.	8282 Main St., New York, N.Y.
Mr. V. W. X.	8383 Main St., New York, N.Y.
Mr. Y. Z. A.	8484 Main St., New York, N.Y.
Mr. B. C. D.	8585 Main St., New York, N.Y.
Mr. E. F. G.	8686 Main St., New York, N.Y.
Mr. H. I. J.	8787 Main St., New York, N.Y.
Mr. K. L. M.	8888 Main St., New York, N.Y.
Mr. N. O. P.	8989 Main St., New York, N.Y.
Mr. Q. R. S.	9090 Main St., New York, N.Y.
Mr. T. U. V.	9191 Main St., New York, N.Y.
Mr. W. X. Y.	9292 Main St., New York, N.Y.
Mr. Z. A. B.	9393 Main St., New York, N.Y.
Mr. C. D. E.	9494 Main St., New York, N.Y.
Mr. F. G. H.	9595 Main St., New York, N.Y.
Mr. I. J. K.	9696 Main St., New York, N.Y.
Mr. L. M. N.	9797 Main St., New York, N.Y.
Mr. O. P. Q.	9898 Main St., New York, N.Y.
Mr. R. S. T.	9999 Main St., New York, N.Y.

Definition of Selling

Selling is the art and science of identifying needs and helping to satisfy these needs through the utilization of the seller's product, plan or service.

Selling is . . .

Finding needs in the employer's situation. To do this is to understand the employer's business needs, job needs and personal needs.

Relating the employer's needs to the satisfactions that can be provided. This means the employer relations representative must understand thoroughly the items he is selling, and must know what satisfactions they will provide for the employer.

Making the employer feel sufficiently anxious about his unsatisfied needs to the degree that he will be willing to "buy" the satisfactions being offered.

A successful salesman develops certain skills.

He becomes skillful in finding needs in the employer's situation.

He becomes skillful in finding solutions to relieve these needs.

He becomes skillful in getting the employer to listen to proposals that can relieve dissatisfactions.

He develops skill in the presentation of his proposals, making them believable and attractive, creating a desire to "buy" them.

He becomes skillful in getting the employer to place high value on the satisfactions he is being offered.

He becomes skillful in creating anxiety on the employer's part, to the extent the employer will act on the proposals offered.

The first approach to salesmanship must be through the qualities of the salesman. No one is perfect. But it's possible to analyze one's self on the basis of qualities that are most important in selling. No one possesses all these qualities, but successful salesmen have most of them to some degree. Self-analysis on the basis of these qualities often leads to significant improvement.

Guide to Self-Analysis

Enthusiasm

There is nothing quite so dull as an unenthusiastic salesman. He must believe wholeheartedly in what he is selling and be thoroughly sold on its value to the buyer. In other words, an enthusiastic salesman must be endowed with true missionary zeal.

Sincerity

Vitally important. Insincerity can be detected very quickly.

Industry

A successful salesman works hard, enjoying every moment of it.

Poise

He is able to cope with any situation. The unexpected does not upset him.

Tact

He likes people, enjoys being with them and is considerate of their feelings. He knows how to say the right thing at the right time, not because it pays to be nice. Tactfulness is a part of his make-up.

Concern

He knows how to put himself in the other fellow's shoes, sharing problems and interests as if they were his own.

Friendliness

The fundamental ability to like people and share their efforts and views is of great importance. This enables him to establish desirable rapport with all kinds of people, establishing a bond of friendship. This friendliness must never be "faked" by the salesman—it's too easily spotted. It must always be sincere.

Optimism

He is an optimist. He expects success from his efforts, understanding that his optimistic attitude will help the employer in making positive decisions.

Appearance

A good appearance is essential. Not "flashily" dressed, but observing common practices of cleanliness and clothed according to the current mode of good taste.

Emotional Maturity

A successful salesman is "grown up" in every sense of the word, his outlook on the world, his immediate surroundings and himself very mature.

Absence of Mannerisms

He does not have annoying mannerisms or manifestations. Examples: Pulling your ear, scratching your head, adjusting glasses, etc. Your friends may have to tell you about yours. Adjust accordingly. Get rid of them.

Memory for Names and Faces

He remembers names and faces. He makes sure he hears the name correctly, repeats it several times during the initial conversation and associates the name with its owner.

Good Listener

Too many salesmen talk too much. A good salesman knows when to listen, when to talk. He listens attentively, showing interest. He normally devotes more time to listening, speaking at length only when necessary or invited to do so.

Voice

A good voice is also essential. It is forceful, has variety and clear enunciation. If improvement is needed, work on it.

Handshake

He knows how to shake hands—firm and friendly.

Persistence

He is persistent, not easily discouraged. This persistence, however, must not be carried to the point of being disagreeable or discourteous.

Sense of Humor

He needs a sense of humor, must never take himself too seriously.

Aggressiveness

The quality is necessary but should never be used offensively.

Endurance

The last interview of the day is as brighteyed and bushytailed as the first.

Other needed qualities are patience, honesty, decisiveness, energy, intelligence, resourcefulness, imagination and cheerfulness.

Only in rare instances do people have all these qualities. But through special effort and determination most of them can be learned. Once learned, they will make you a better salesman.

The Art of Selling

Sales tips:

Know your product—employment service—and know how it can benefit the employer. No guesswork.

Learn as much as you can about the employer before contact is made.

Get the employer to participate. Have him look at various promotional materials, particularly the *Employers' Flipchart*, and encourage him to talk.

Be a good listener. Don't interrupt.

Stick to the subject. Limit extraneous discussion.

Be enthusiastic about your product.

Be sure the employer understands every aspect of your presentation.

Show interest in the employer and his firm.

Encourage agreement. Create a "yes" atmosphere.

Handle objections tactfully.

Be thorough. Mention every needed important service available through your office.

Watch for signals that the employer wants to close the discussion.

Use a trial close. Offer the employer a service. He may be ready to "buy" it.

Close the interview courteously. Leave the door open for a return visit.

Some additional tips to be remembered:

To get the employer to talk, ask questions.

Don't argue.

Don't be authoritative. Remember—you are *offering* a service.

Techniques in overcoming objections:

Just as there are techniques and rules in the art of selling, there are those designed to overcome objections raised by the employer. These also aid in establishing rapport between the employer and the employer relations representative.

Lessen the objection by listening.

Don't talk too much.

But don't talk too little.

Lessen the objection by talking it out.

Convert the objection into a question.

Soften the objection by rephrasing it.

Establish agreement.

Show sympathetic understanding.

Use the cushion of a third party to illustrate your selling point.

Be sure the third party illustration counters the employer's objection.

Be sure you have permission to use the third party's name and illustrative point.

Select a third party with prestige in the community.

Equip yourself with a supply of third party counter illustrations.

Keep your cool.

Don't let your temper get the upper hand.

Maintain sympathetic understanding of the objection, but calmly and realistically show the employer how our service can benefit him—and his firm.

Recognize the objection that is only a stall.

Ordinarily it means, "You haven't convinced me that the service you offer will benefit my firm in the least."

It can be recognized by disinterest, sarcasm, complacency or disdain on the part of the employer.

Bypass the stalling objection by continuing to sell.

Establish a common ground.

Seek a common goal.

Use common, everyday terminology.

Establish the fact the employment service is in the business of helping the employer.

Disagree agreeably.

Establish a point of agreement.

Ask leading questions that are aimed at the point of agreement.

Frame questions in such a way that the only logical answers will bring the employer to "buying" your product.

Review each contact immediately after it is made. Use today's objections as sharpeners—to make tomorrow's sales talk sharper.

Job Development



Definitions

Job Development

The technique whereby an interviewer exerts special effort to place a qualified applicant when no suitable job openings are on file.

Job Solicitation

The process of soliciting job orders for groups of applicants for which the local office has not suitable openings on file. This process may involve suggesting to employers a commitment to hire a specified number of applicants who have graduated from employability improvement programs, with further commitment of restructuring jobs or modifying hiring requirements.

Job Development Techniques

The job developer needs to know himself and what he brings to the job. He also must have a commitment that the work in which he is engaged is important.

He must have knowledge of the job applicant—strengths and weaknesses. He must know the advantages to the employer in hiring the particular job applicant and must assist in adapting him to the employer's needs.

He must have knowledge of the employer and his jobs. As the employer relations representative, you already have basic information about the employer. Additional data needed in serving the disadvantaged are:

How many workers from the disadvantaged sector are employed by the firm?

What is the general attitude of the other workers toward the disadvantaged, particularly minority groups?

Will the employees themselves allow more disadvantaged to be hired?

Are these employees amenable to allowing more disadvantaged to be upgraded?

What are the attitudes of the supervisors and foremen toward the disadvantaged?

What is the attitude of the union toward the disadvantaged?

What are the mores and customs in the firm? Does an employee have to participate in horseplay to be accepted—have to be "one of the gang?"

Answers to the above questions may be obtained from the employer, his employees—and from applicants in the local office.

Preparation of the Employer

The disadvantaged applicant is a different and unusual job seeker. The employer who will be interviewing him should be apprised of these differences.

He should be made aware that the applicant, if hired, will require more time for orientation and training than the applicant who is not disadvantaged. The employer should understand that the applicant will require more tolerance and assistance in developing good work habits.

We are asking the employer to cooperate with us in our effort to provide more jobs for disadvantaged workers and therefore should supply him with relevant information regarding these people.

The job developer must establish that the disadvantaged can make contributions to the firm's success. He will need to make specific suggestions about the work specific applicants can perform, about how jobs can be modified to suit available skills.

Modifying Hiring Restrictions

In most cases, jobs must be developed at the entry level, encouraging upgrading of those workers in these jobs to create vacancies.

Where specific skills are in short supply, qualified disadvantaged applicants may possibly be placed in existing job openings.

Redefining Jobs

In redefining a skilled job, the trick is to intensify the job of a skilled worker, while at the same time separating jobs from the work position requiring lesser skills. These underskilled tasks are incorporated into a newly developed job.

As an illustration, a teacher's job is redefined so the professional teacher plans and administers the teaching process, while a classroom aide assists in supervision and repeating previously taught principles.

This can also be true in various office operations.

Upgrading

Many firms hire the disadvantaged into entry jobs but do not consider them for upgrading. This is particularly true of the minority groups who may not be considered for supervisory vacancies at the foreman level or for skilled trade apprenticeships.

The job developer may be able to use his pool of unskilled workers strategically by obtaining commitments to upgrade as a condition of supplying scarce common labor.

Cautious Use of Publicity

Publicity must be cautiously and judiciously used. Employers are success-oriented and generally are not willing to risk hiring the underprivileged. Accordingly, care should be taken in releasing news to the media—and all publicity should first be cleared with the employer.

Follow-up After Placement

An important task of the job developer is to check periodically with the employer with whom placements have been made.

When the employer hires referrals from the employment service, he should be told that a part of the service

will be periodic checks by the job developer to ascertain progress made by the workers hired. In addition, the employer should be told to contact the job developer immediately if problems arise. In such instances, the job developer will take the necessary steps to correct them.

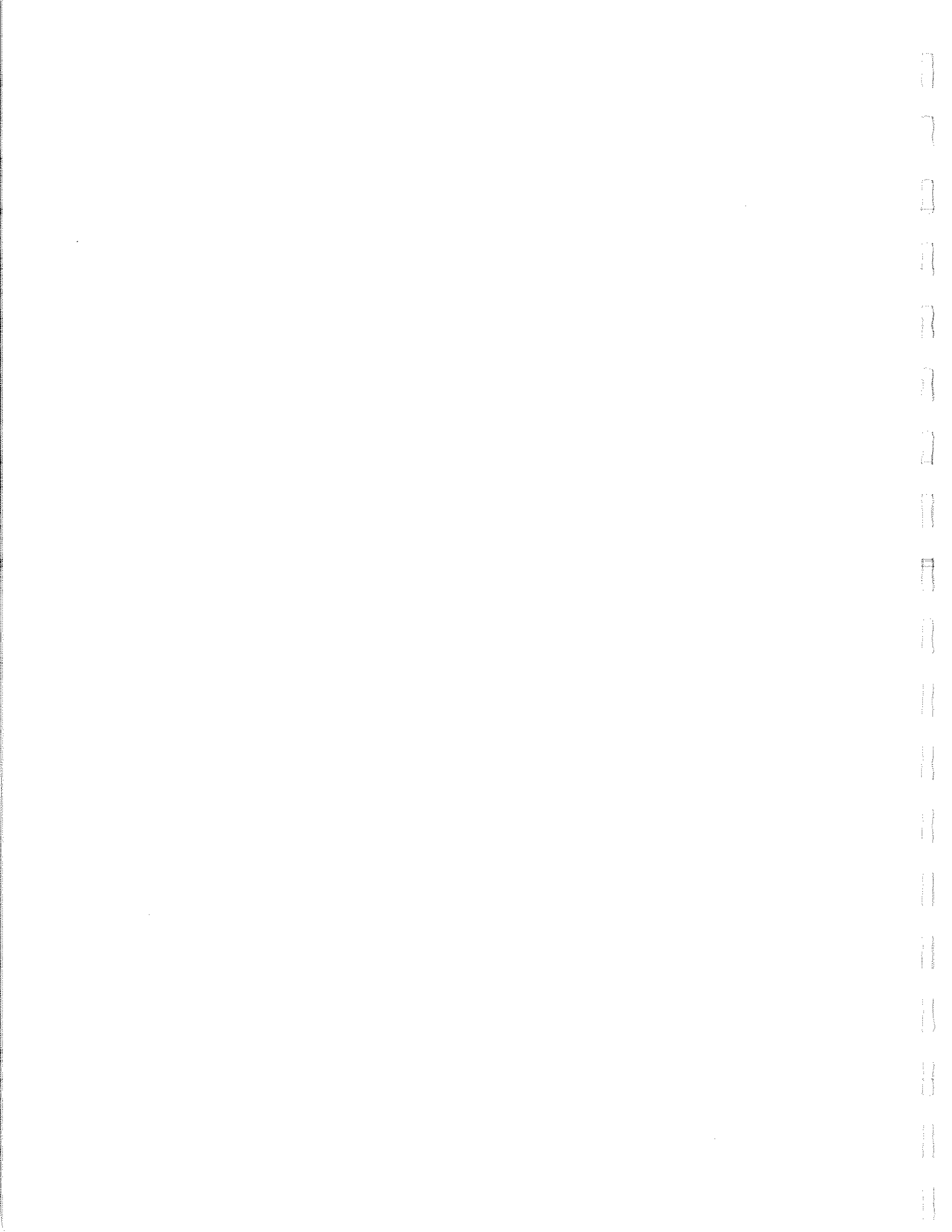
This follow-up procedure will inform the employer of the job developer's continuing interest in his referrals.

While making the follow-up, additional information about the job outlook may be obtained from the employer. A demonstration of employment service's interest in the welfare of its referrals—also expressing an interest in the firm—could lead to more referrals being hired by the employer.

LIBRARY

Iowa Employment Security Commission
1000 East Grand Avenue
Des Moines, Iowa 50319

Staff and Administrative Office Responsibilities



Staff Responsibilities for the Employer Relations Program

Placement

Notifies the employer relations representative of any employment problems encountered with the employer in the placement process.

Informs the employer relations representative of any changes in personnel, company policies, future plans and employment needs learned through phone contacts.

Keeps the employer relations representative aware of available applicant supply.

Writes brief resumes of applicants for him.

Questions him concerning employer information that will assist in placement or job development.

Program Planning

Attends planning sessions to offer suggestions for improving working relations with specific firm or industrial groups.

Selects problem firms for group discussion with management and the employer relations representative.

Advises him of firms who indicate interest in ES programs.

Suggests minor market firms that merit personal contacts by the employer relations representative.

Informs him of firms appearing to have industrial problems.

Employer Job Information

Accompanies the employer relations representative on plant tours to meet company hiring personnel and to become familiar with the various jobs.

Requests job specifications when needed in applicant selection.

Administrative Office Responsibilities

Planning, developing, directing, coordinating and evaluating the statewide employer relations program is the joint responsibility of the state administrative office and local office management.

Research and Statistics Department is directly involved in supplying labor market information. Assistance from other divisions is often needed. The employer relations supervisor is directly concerned and frequently assists with problem employers and participates in conferences with them.

The chief responsibilities of the administrative office include:

Establish administrative practices and operating procedures.

Determine program goals and objectives related to obtaining employer understanding, acceptance and use of the employment service.

Develop plans for and participate in program of service for specific significant industries—sizeable firms having a number of branches in the state—and for statewide employer and trade associations. Provide suggestions for action needed in following up national office contacts with multi-state firms and national associations.

Contact state labor organizations, personnel groups, other statewide business and professional units and keep them informed about employment services. Feed back information to the local office. Provide assistance to the local office when there is difficulty at the local level in developing satisfactory working relationships with these groups.

Provide a medium for the exchange of ideas between local offices.

Plan, develop, coordinate and evaluate information and promotional methods and materials directed toward employers.

Evaluate employer relations program activities.

Determine labor turnover and labor market trends data—how to obtain such data from business firms.

Provide help to the local office in analyzing employer accounts, planning and conducting employer visits, developing and carrying out plans of service and assisting in solving encountered problems.

Assist in setting up employer seminars, workshops and other means of getting employer participation in and acceptance of employment service programs.

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Appendixes

APPENDIX A

Division of Employer and Union Services

Evaluation Outline

Program Planning

What background information, tools and techniques are used by management and supervisors in planning employer relations and industrial services programs?

Have seasonal peaks of employment been identified and program plans made to service the needs of employers? How is this information used?

Are quantitative and qualitative goals established for the operation of employer relations and industrial services programs?

Are the goals of these program plans realistic in terms of the needs of community employers and in relation to the hours allocated to the function?

Do appropriate office staff members participate in the employer relations representative visit plans?

Are these plans modified as changes in the situation indicate need for modification?

Are the program plans implemented by supervisors and performance personnel?

What is the local office goal for employer visit during the fiscal year?

Employer relations? _____

Industrial services? _____

How many hours have been earned by the local office during the fiscal year:

Employer relations? _____

Industrial relations? _____

How is employment trends information used in the program plans for the program plans for the employer relations function?

Organization of the Employer Market

Are the major and minor market employers properly identified?

Is the employment coverage of the major market adequate?

Is the firm coverage in specific industries adequate?

Are unions, where appropriate, included in the major market coverage?

Are employer accounts assigned to the appropriate method of contact on the basis of the placement potential they offer?

Method of Evaluation

Local office plans, records and reports.

Local office records, ES-330 and 332.

Discussion with management and supervisors.

Local office Plan of Service.

Form ES-219 and ES-608.

Local office reports, ES-332, ES-330, ES-608.

Discussion with supervisors when necessary.

Analysis of Form ES-330, ES-332.

Personal visit? _____

Promotional telephone contact? _____

Direct Mail? _____

Assignment of Employer Accounts

Are employer accounts assigned by industry or occupationally to units and interviewers?

What is the total number of major market employers assigned to the employer visit program?

How many minor market employer accounts are contacted?

Promotional telephone contact? _____

Direct mail? _____

Scheduling and Planning Employer Contacts

Who determines the frequencies for the scheduling of employer visits and promotional telephone contacts?

Are the frequencies for employer visits and promotional telephone contacts realistic in relation to placement potentials of the employing firms?

Are the workloads assigned to each employer relations representative adequate in relation to the needs of employers?

All services? _____

Placement services? _____

Do the reports of employer visits indicate:

Employer problems are identified?
Employer manpower needs recognized?
Appropriate employment services explained?

Are employer visit schedules planned for the most effective use of personnel time and travel funds economy?

Development of Plans of Service for Employers

Are reviews and evaluations made by supervisors to identify problems and needs for service by employers?

Are plans developed to correct weaknesses and are suitable actions taken to implement the plans?

What methods are used by management and supervisors to maintain continuity of action and to follow up on progress of results?

Have needs for industrial services been recognized by the employer relations representative? What steps have been taken to provide required specific technical services? Who follows up?

Are plans for industrial services realistic and within the scope of employment service responsibility?

Method of Evaluation

Local office records.

Actual count of employers on Form ES-608, ES-330, ES-332 and records of mail contact.

Analyze Form ES-330.

Analyze Form ES-330, ES-331.

Analyze Form ES-330, ES-332, ES-608.

Method of Evaluation

Are plans for industrial service included in the employer record "Plan of Service," Form ES-220?

Employer Visits, Promotional Telephone Contacts and Mail Contacts

Do local offices receive information from the state office concerning contacts made with multi-state employers by the national office? If so, what actions are taken?

What assistance at the local level does the administrative office give to the local office in promoting the use of services by multi-state firms?

How are employer visits planned? Are preparations for the visits adequate?

What is the quality of the employer visits? Effectiveness?

Are employer relations representatives contacting appropriate company policy-making and hiring officials?

Are employer contacts planned for special applicant groups such as minority workers and veterans? If so, by whom? How are the promotional efforts for these groups coordinated with the employer relations program?

Does the employer relations representative arrange for plant visits by other local office personnel? What other staff members have made these visits?

Do supervisors go with the employer relations representative to call on employers?

To assist them in solving difficult problems?

To determine the effectiveness of the employer relations representative's interviewing techniques?

What kinds of labor market information (national, state and local) are available to the employer relations representative?

Does the employer relations representative furnish labor market information to employers?

How is labor market information delivered? (By mail, in person, combination of both?)

How is information obtained on employers using the services? Is it valid?

Were the clues for needed industrial services recognized? Were the services provided?

Promotional Telephone Contacts:

Who performs promotional telephone contacts with employers?

Are plans made for each promotional telephone contact? Is this preparation satisfactory?

Is the telephone contact program effectively achieving placement results?

How are promotional telephone contacts recorded? Who follows up?

General Administration Letters, Training and Employment Service Program Letters, memoranda to the administrative office.

Analyze Form ES-330, ES-331.

Analyze Form ES-652, ES-209.

Analyze Form ES-330, ES-331.

Analyze Form ES-332, ES-331.

Mail Program:

What is the method of selection of firms for the mail program?

What mail promotional materials have been developed and used?

Are mailings directed to specific industries and employer groups?

Are the contents of the materials applicable to the recipients?

Give examples of the effectiveness of the mail promotional materials used.

What records and tools are used and maintained to evaluate effectiveness?

Program Operations and Achievements

How many firms in the major market have not given the local office any openings during the last six months?

What percentage of the total major market employment and new hires do the above firms represent?

Does the local office have any formal agreements with unions for recruitment and placement?

Is accession data realistic and to what extent do employers participate in reporting this information?

Review and analyze monthly placement control Form ES-608 to determine:

Quality of placement services rendered.

Employment accession information obtained.

Adequacy of the number of visits to each specific employer.

How do management, supervisors and other local office personnel use employer information? How is the information used in employer relations and industrial services?

How is employer information exchanged between local offices, placement units and appropriate local office personnel?

What systems and controls are used to coordinate employer relations and industrial services activities through exchange of information between placement units and between offices? Are these systems and controls understood by local office personnel?

Employer Records and Their Locations

What kinds of employer relations and industrial services records are maintained?

Do the records provide adequate space for recording itemized information?

Are employer relations and industrial services files accessible? Where are they located?

How are employer records filed to facilitate their use?

Method of Evaluation

Review mailing list and materials used

List the firms by name and industry groups.

Analyze Form ES-608 for the period. Record employment and new hires by firms.

List the unions and explain agreement

Discussion with managers and supervisors.

Examination of filing systems and locations of records.

Are employer relations records current? What practices are used to maintain their currency?

Employment Service Programs

In the Veterans Program, what factors favor hiring these men and women?

What part does the National Alliance of Businessmen play in the NAB-JOBS Program? How does this program differ from the On-the-Job Training Program?

Why is it advantageous for employers to participate in the On-the-Job Training Program (OJT)?

The Work Incentive Program (WIN) is a joint effort between the Iowa Employment Security Commission and what other state agency?

What is the Iowa Civil Rights Law of 1965?

What are the directives of Executive Order 11598?

How do employers become eligible to receive preference in certain federal procurement contracts under Defense Manpower Policy No. 4?

What is the Federal Bonding Program? How does it work?

The Apprenticeship Information Center is helpful to employers in several ways. What are they?

What are the requirements of the Iowa Child Labor Laws?

What are the advantages that Job Bank offers employers?

Industrial Services

Is the need for test development adequately recognized?

Are effective technical evaluations made on the feasibility of test development?

Who plans and carries out test development studies?

Are test development studies reflected in the plan of service and are services provided for employers?

Who follows up on test development studies with employers to determine effectiveness in resolving employers' problems?

What specific aptitude tests were given for selection purposes in accordance with plan of service?

Method of Evaluation

Discussion with managers, supervisors and other personnel. Examination of programs.

Discussion with managers, supervisors, other personnel. Examination of programs.

Discussion with management, supervisors when necessary. Analysis and review of employer record of contacts, local office planning and operational records, reports and files.

Discussion with management, supervisors when necessary. Analysis and review of employer record of contacts.

Discussion with management, supervisors when necessary. Analysis, review of employer record, record of contacts.

Discussion with management, supervisors when necessary. Analysis and review of employer record.

Analysis and review of employer record, employer record of contacts.

List employers and, if possible, give the number tested, referred and hired for each firm during the base period.

Has the employer relations representative received training in the recognition of fields in which technicians might be of assistance in helping to resolve these employer problems:

Obtaining workers?

Selecting and assigning workers?

Transferring and promoting workers?

Analyzing work force and estimating labor requirements?

Turnover and absenteeism?

Does the local office staff recognize these points as factors indicating a possible need for industrial services:

Low ratio of hires to referrals?

Unusual labor recruitment or placement problems—need for large number of workers?

Backlog of unfilled openings for a particular employer?

Excessive turnover not due to layoffs?

Worker dissatisfaction (expressed to interviewers in local office)?

Has the employer relations representative discussed industrial services with employers in relation to their specific problems and proposed these specific tools to be used in their solution:

Job specifications for inadequate job and work information?

Staffing schedules for in-plant transfer and promotion?

Assistance in setting up training programs—induction, on-the-job, supervisory, etc.?

Job analysis schedule or job descriptions for resolving selection or retention of workers?

Testing to assist in proper selection and assignment, transfer and upgrading?

Turnover analysis to determine reasons for excessive turnover?

What industrial services have been provided and to what extent have they been effective in resolving employers' problems?

Method of Evaluation

Discussion with management, supervisors when necessary. Analysis and review of industrial services case record, local office training record.

In cooperation with placement division.

Discussion with management, supervisors when necessary. Analysis and review of industrial services, local office training records.

Analysis and review of employer record, employer record of contacts, local office training, planning and operational records, reports and files.

List firms in which industrial services were provided, stating the kind and amount of service rendered over the past year.

Are clues needed for industrial services recognized by identifying employers' problems?

What controls or supervisory methods have been established to follow to conclusion of industrial services activities undertaken by local offices?

How effective have industrial services been in:

Improving relations with employers?

Increasing placement penetration?

Stabilizing firm or community employment?

Are reference materials—"In-Plant Manpower Planning," "Turnover and Absenteeism" and "Employer Security Exchange No. 19"—available and used in local office?

Method of Evaluation

Extent of coverage of establishments.

Extent of coverage of problems revealed by analysis.

Variety and quality of service rendered.

Adequacy of industrial services activity records.

Active order file in cooperation with placement division.

Poor ratio of referrals (use state average).

Referrals.

Reasons for nonhires.

Job specifications attached to orders or references to master orders.

Evidence of needs for job specifications or master orders.

Inactive order file in cooperation with placement division.

Cancelled orders: reasons for cancellation. Employer folders. Written request for assistance and action taken. Record of employer contact, ES-330.

Discussion with managers, supervisors when necessary. Analysis and review of local office planning and operational records, reports and files.

Review of industrial services case records: analysis of ES-608.

Discussion with management, supervisors, observation of work.

Training of Personnel

Evaluate the scope and adequacy of employer relations and industrial services training materials, such as course outlines and class agenda.

Are appraisals made of the training needs of each employee?

Is the training provided best suited to the needs of each employee?

Is adequate technical training given to each employee assigned to technical jobs?

Method of Evaluation

Review of training materials and discussion with management and supervisors.

Appendix B

Personnel Inventory

You know the cost of poor inventory controls. It is easy to calculate. But do you know the cost of hit or miss personnel control?

One firm took a hard look at its personnel. This is what was learned:

Losses in 5 Years

	Number of Personnel
Retirement, Death, Turnover	60
Trainable, in need of improvement	23
Trainable for promotion	35
Static	<u>49</u>
Total work force	167

Percentage-wise, it meant this:

Loss in next five years	36%
Trainable, in need of improvement	14%
Trainable for promotion	21%
Static	29%

Almost everyone takes stock of his stock, parts and materials—but few take inventory of their personnel!

Will It Require a Lot of Effort?

Although it should be logical, the process of personnel inventory taking need not be complicated. Matter of fact, it is fundamentally simple arithmetic:

How many people are on the job now who will be gone in five years?

How many additional people will be required for anticipated future operations?

How many people are *now* ready to replace those who will leave and to meet expansion needs?

Simple subtraction gives the number of workers who must be made ready.

Here are some of the factors that will be revealed:

Number of placements to be needed.

Number of replacements available in the firm.

Number of workers whose performances need improving.

Number of additional replacements to be needed.

Above all, the personnel inventory will point out the weak spots in the work force. It will pinpoint training needs.

The importance of personnel inventory:

There are undeveloped capacities in each of us. Finding ways to develop and use these capacities can pay big dividends.

Rates of retirement and other personnel depleting causes often exceed the supply of trained replacements. This can be very costly.

Due to increasing shortage of skilled workers, hiring outside will become more difficult and expensive.

Even this short list demonstrates it is advantageous to know the quality and quantity of workers on hand through personnel inventory . . . It's just good business!

Making a Personnel Inventory

Note: The following suggestions are not ironclad. Personnel inventories must be tailor-made to fit the needs of individual firms.

Making a personnel inventory is simply a "thinking through" process. Nothing more. First, all workers are listed according to job classification and department. Depending on the size of the firm, this may be done by the personnel department or it may be delegated through department managers to first line foremen. Second, evaluate present performance and future potential of each worker. Guidelines:

What is the worker's performance? Does it need improvement? How much?

Is he trainable for improved performance?

Does he have good work habits?

Is he able to perform all work tasks of his job?

Does he require minimum supervision?

Does he learn quickly?

Appendix C

Recommendations in Working with Unions

Labor unions have fought and testified for better appropriations for Employment Service. At the local level, however, this support has not been translated into good working relations.

Internal operations at the Employment Service local level can be improved to better serve members of labor unions. We must examine our own operations before calling in advisors from organized labor for discussions which will contribute a more compatible understanding.

Action in regard to laws and procedures:

In states having right-to-work laws, the law must be respected in every way.

Employment Service agreements involving hiring hall practice by unions must adhere to the National Labor Relations Act, to state laws and Department of Labor policy. Sections 1290 through 1294, part II of the *Employment Security Manual* are to be followed. No policy regarding veterans preference shall be waived. When applicants are referred to a union against a bona fide opening, the length of time for verification of their placement should be agreed upon by the local office and the union. This should depend on the situation and the reasonableness of the occasion.

If a union is adequately serving its members and the industry which hires them, no attempt should be made by Employment Service to substitute as a referral agent for the union. Employment Service should step in only by invitation, after discussions with union officials and affected employers and when improvement in service can result.

The work "dispatching" is used by unions in some areas and is the counterpart of "referral" used by Employment Service. When dealing with unions, use their terminology.

All Fair Employment Practice Laws should be observed.

Approaches to be used in establishing working relations with unions:

A vigorous effort should be maintained to establish working relations with labor unions, assigning whatever resources necessary to this accomplishment.

Employment and unemployment needs and problems are usually craft- and industry-wide. They involve both management and organized labor, as do plans of service to meet these needs and problems. Other state and federal agencies—such as National Labor Relations Board and Department of Education—may contribute to or have an interest in plans being proposed. Employment Service should therefore consider consulting with these agencies before such plans are finalized.

An evaluation of opinions of union and employer representatives should be undertaken to determine the most feasible approach in presenting plans of action. This will enable both sides to have a part in the planning.

Testing should be considered an effective aid in co-operative arrangements with apprenticeship committees.

Any plan or arrangement should be identified as being a joint effort on the part of employer, union and Employment Service.

Institutes for union personnel should be used as a means of projecting better understanding and gaining acceptance of Employment Service philosophy, objectives, policies and procedures.

At the request of state agencies, the Department of Labor regional office should contact top level international union representatives or committees. Enlistment of state union leaders by state agency personnel to arrange meetings with international union officers should be considered. State agency representatives and union officials might effectively participate in regional office contacts.

Appendix D

Leads for Placement Possibilities

There is no easy method for determining placement needs or placement potentials.

This at once presents a task that is difficult and often frustrating. But there are sources from which leads come, indicating placement possibilities and requirements. The employer relations representative should make himself aware of these leads and utilize them wherever and whenever feasible.

Leads come from industrial analysis, seasonal changes, economic growth, labor shortages, technical changes.

Leads come from individual firm analysis, turnover growth, changes in job content, introduction of new products or services. Needs in supporting functions, needs to fill the promotional ladder. Changes in methods which permit use of temporary or part-time workers. Changes in personnel staff and/or management staff. Comments of applicants or claimants. Newspaper and trade paper stories and advertisements.

Leads come from expansion and changes in employment services, professional placement network, specific tests. New information on technical, research or other jobs. Better information on rural labor migrating to urban areas. Development of placement service for part-time workers, set-up of separate casual labor service. Better basic services due to training improvement in operating methods or introduction of new methods.

Leads come from difficulty in filling job orders (current labor demands skill surveys), short supply, technical changes and low wages.

Leads come from trade associations, business and professional groups, unions and apprenticeship training representatives.

Leads come from changing economic conditions. Lower demands for durable goods may be offset by higher demands for consumer goods. Effect of change in interest rates, demand for low price rather than luxury goods, increase in minimum wages.

Leads come from national trends or requirements. Greater acceptance of the handicapped. Defense needs in shortage occupations. Changes in population mix.

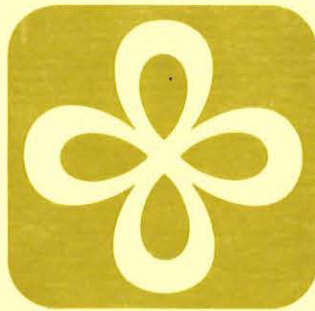
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