



ASPECTS TO BEAR IN MIND IN RELATION TO JOB BROKERING



ASPECTS TO BEAR IN MIND IN RELATION TO JOB BROKERING	3
1. INTRODUCTION	3
2. GENERAL OBJECTIVE	3
3. PREMISES UPON WHICH THE SERVICE IS BASED	3
4. PHASES IN THE MANAGEMENT OF JOB OFFERS	3
4.1. OFFER PROCESSING PHASE	4
4.2. SEARCH FOR CANDIDATES	4
4.3. SENDING	4
4.4. FOLLOW UP	5
4.5. FINALISATION	5
5. WORKING METHODS.	5
6. INDICATORS	6
APPENDIXES FOR JOB BROKERING	9
APPENDIX INI: ‘offer form’	9
APPENDIX INII: ‘request for candidates’	10
APPENDIX III: ‘written communication’	11
APPENDIX INIV: ‘curriculum’	12
APPENDIX INV: ‘information session’	15
APPENDIX INVI: ‘communication of candidate results’	16

ASPECTS TO BEAR IN MIND IN RELATION TO JOB BROKERING

1. INTRODUCTION

The management of the job offers that arrive at the Local Public Administration through the List of Openings described previously is the culmination of a series of interventions carried out in collaboration with job seekers, with the aim of ensuring their successful entry into the job market. All this points to the need for a job offer management model that guarantees, in addition to the offers themselves, a high level of professionalism in the company – employee relations that form such an integral part of any brokering service.

2. GENERAL OBJECTIVE

To fill the job offers managed by the Service in accordance with strict quality and efficiency standards, using the previously catalogued job seekers who make up the Employment Agency.

3. PREMISES UPON WHICH THE SERVICE IS BASED

The premises upon which the intervention model is based regarding the job offers managed by the Local Public Administration are as follows:

- To respond efficiently to, among others, the main economic sectors.
- The most important characteristics of the Service are: flexibility, speed, efficiency and the quality of the service provided.
- The cornerstone of the Service is the Employment Agency, and its main aim is to provide a service to the components of the said Agency.
- The service will provide detailed, specific information regarding the content of job offers.
- The Local Administration will work in close collaboration with the Companies before, during and at the end of the selection process.

4. PHASES IN THE MANAGEMENT OF JOB OFFERS

The procedure to be followed during the management of job offers is divided into the following phases:



4.1. OFFER PROCESSING PHASE

In this phase, the employment technicians will process the information provided in the offer form established for this purpose, in order to initiate the search for candidates. For an example of an **offer form**, see: [APPENDIX INI](#)

The gathering and processing of this information will enable the technicians to open an offer file, thereby automatically initiating its management.

The collection of the company's signature indicating its agreement with the start of the search process and its firm commitment to honour the conditions of the offer, is a 'sine qua non' requisite for the opening of a file. For an example of a **candidate request file**, see: [APPENDIX INII](#)

4.2. SEARCH FOR CANDIDATES

Once the information has been gathered, the candidate search process begins. The main source for this phase is the Local Public Administration's Employment Agency and the aim of the process is to match candidates who fulfil the requirements of the offer with the offer itself.

The selected candidates will be contacted by telephone and informed of the conditions of the offer. Participants will then fill in a questionnaire such as that shown below during the **information session**: [APPENDIX INV](#)

4.3. SENDING

In order to be counted as a potential candidate for a job opening, individuals must first be classified and included in the Employment Agency's lists, in order to enable the Administration to monitor and carry out the necessary follow up activities in relation to the candidates sent to the company.

The maximum deadline for sending the first candidate to the company will be, for example, 3 days from the date on which the file was opened. If this period transpires without any candidates being sent, the technician will contact the company to inform it of the activities being carried out and to suggest possible alternatives (reducing requirements, contracting other groups, etc.).

The sending of potential candidatures will include, in addition to a CV, a written communication (via fax or e-mail) regarding the content of the dispatch, signed by the technician responsible for managing the job offer. For an example of a '**written communication**' see: [APPENDIX INIII](#) For an example of a '**curriculum to be sent to the company**' see: [APPENDIX INIV](#)

Three candidates will be sent per job.



4.4. FOLLOW UP

After the candidatures have been sent, the process will be monitored in order to check that the candidates do in fact match the job profile, and to verify their ability to fill the vacancy, in order to enable the Service to take additional measures in the event of the candidates being rejected by the company.

In the event of a candidate being rejected for not matching the requested profile, the technician managing the offer will visit or telephone the company in order to check the information provided originally against the profile of the candidates sent, and to gather more in-depth information in order to carry out a second, more successful, candidate search.

4.5. FINALISATION

During this phase, the result of the process is finalised with the company, who will provide an answer to each of the candidates sent to cover the job opening, regardless of whether or not the results have already been made known during the previous follow-up activities. This information will be expressed by means of a sheet such as that shown in: [APPENDIX INVI](#) : ‘**communication of candidate results**’

Once the information has been registered in the corresponding computer systems, the offer will be duly filed and the management process logged as completed.

5. WORKING METHODS.

The only working method proposed for carrying out the employment agency and offer management processes can be expressed in the following points:

- Identification of any failures in the defined procedures, both as regards the Employment Agency and the management of offers, during the analysis of the indicators established for this purpose.
- Corrective measure or measures to be established in each case for correcting any problems which may arise.
- Assessment and continuous monitoring of the improvement actions taken to promote the consolidation of the service.



6. INDICATORS

The objective to be reached could be, for example, the identification and filling of a volume of no less than X jobs with a specific level of quality and efficiency, promoting, during the management process, the (preferential) participation of the candidates included in the Employment Agency lists.

Some of the indicators that can be used for measuring the efficiency of the management process are listed below:

MANAGEMENT OF EMPLOYMENT OPPORTUNITIES		2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
1	Number of offers managed													
2	% coming from Interventions with companies													
3	% coming from research													
4	Average number of days between the first call and the sending of candidates													
5	Average amount of time dedicated to the management of offers													
6	Average number of days between the sending of candidates and the reply of the company													
7	Average number of people sent from the Employment Agency per offer													
8	Number of people sent as candidates for job offers													
8	Number of people from the Employment Agency sent as candidates for job offers													
9	Num. of offers for which no candidate was sent													



		2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
10	Number of offers for which less than 3 candidates were sent													
11	% of offers with linked people													
12	Average num. of jobs per job offer													
13	Total num. of jobs represented													
14	Total num. of jobs represented (active)													
15	% active jobs (of total)													
16	Total num. of job offers ending in a contract													
17	Total num. of jobs ending in a contract													
18	% success of the brokering													
	INTERVENTION WITH COMPANIES													
19	Num. companies visited													
20	% companies joining the service													
21	Num. of on-the-job training activities (OJTs) carried out in-company													
22	Num. of non-feasible OJTs													
23	Total OJT itinerary													
24	Total OJTs ending in a contract in the same company													
25	Total OJTs ending in a contract in another company													
26	% participants contracted in training processes with contract commitments													
27	% people accessing OJT processes in companies													
28	% non-feasible OJT processes													
29	% people accessing OJT processes in total													
30	Total group OJTs (contract commitments) carried out													



		2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
	ACCESS TO THE JOB MARKET													
31	% access at the end of the service													
32	% jobs ending in a contract with people included in the Employment Agency (EA) lists													



APPENDIXES FOR JOB BROKERING

APPENDIX INI: 'offer form'

OFFER NUM.:	JOB:
-------------	------

REQUIRED:

SEX:
AGE:
TASK LEVEL:
TASKS :
DATE OF INCORPORATION:
OTHERS:

OFFERED:

TYPE OF CONTRACT:
DURATION :
REMUNERATION:
TIMETABLE:
OTHERS:

OTHERS:



APPENDIX INII: 'request for candidates'

REQUEST FOR CANDIDATES

COMPANY DETAILS

Date of request _____

Company name _____ Corporate name _____

Address _____ PC _____

Tel. _____ FAX _____ E-mail _____

Contact _____ Tel. _____

DESCRIPTION OF THE JOB ON OFFER

DESCRIPTION OF THE TASKS TO BE CARRIED OUT

WORKER PROFILE

Sex _____ Age _____ to _____

Official qualifications

Other training

Languages

Level

Computer skills

Experience required

TYPE OF CONTRACT AND CONDITIONS

_____ Duration _____

Timetable _____ Full/part time _____

Annual remuneration _____



APPENDIX III: 'written communication'

A/A: **COMPANY NAME.** (Name of contact)

Fax:

Tel.:

E-mail:

Subject: Sending of candidates for job offer ref.: 'xxxxxxxxxxxxxxxx'

Num. pages (including this one): X

Date: xx/xx/20xx

Dear _____,

Please find enclosed the first candidatures for the job offer with the reference number stated above:

- 1- Candidate 1
- 2- Candidate 2
- 3- Candidate 3
- 4- Candidate 4

We will contact you shortly.

Yours sincerely,

Signed:

Job brokering technician

APPENDIX INIV: 'curriculum'

PERSONAL DETAILS

Name and surname(s)	National ID num.

Address	Town/city

Tel. number	Electronic mail	Date of birth

i

ACADEMIC QUALIFICATIONS

QUALIFICATION	YEAR	

OCCUPATIONAL TRAINING

TRAINING	HOURS	STARTED	COMPLETED

OTHER TRAINING

DESCRIPTION	YEAR	HOURS

CURRENT TRAINING

DES. OF TRAINING.	LAST COURSE	CERT.

LANGUAGES

LANGUAGE	General	Writing	Reading	Speaking	Translation

COMPUTER SKILLS

DESCRIPTION	LEVEL

EXPERIENCE

COMPANY	STARTED	COMPLETED	DESCRIPTION OF JOB

OTHER INFORMATION

AVAILABILITY

As regards timetable	As regards geography

DRIVING LICENCE

Licence 1	Licence 2	Licence 3	Licence 4

INCORPORATION

Start immediately	Start as of

AVAILABILITY

As regards a vehicle	As regards travelling



APPENDIX INV: 'information session'

INFORMATION SESSION

Date: _____

Name and surname(s): _____

1. YES I AM INTERESTED IN THIS JOB OFFER
because of:

- The salary
- The duration of the contract
- The functions or tasks to be carried out
- The timetable
- The possibility of prior training
- Others: _____

What do you think are your strong points in terms of this job?

2. NO I AM NOT INTERESTED IN THIS JOB OFFER
because of:

- The salary
- The duration of the contract
- The functions or tasks to be carried out
- The timetable
- The period of prior training
- I am not available at the moment
- Others: _____

Please give your reasons:

*Revise your CV and update as appropriate.



APPENDIX INVI: ‘communication of candidate results’

Centre:		
Contact:	Tel.:	Fax:

Dear Sir/Madam,

We are writing to you to ask you to kindly inform us of your decision following the interview or selection process, along with the main reasons why those candidates not chosen were rejected.

To this end, we have provided you with the following CANDIDATE TABLE and TABLE OF REASONS, and would ask you to complete them, specifying the code of the main reason for their rejection next to each candidate name.

	CANDIDATE	Reason
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Cod.	TABLE OF REASONS
01	Suitable candidate
02	Could not contact
03	Did not turn up
04	Rejected the offer
05	Does not fit the profile due to lack of training
06	Does not fit the profile due to lack of experience
07	Does not fit the profile due to other reasons
08	Contracted

This information will help the Local Public Administration provide a better careers service to job seekers, while at the same time improving the quality of the service offered to both companies and candidates.

Thank you for your collaboration