

JVS SAN FRANCISCO

➤ Career Pathways to Success



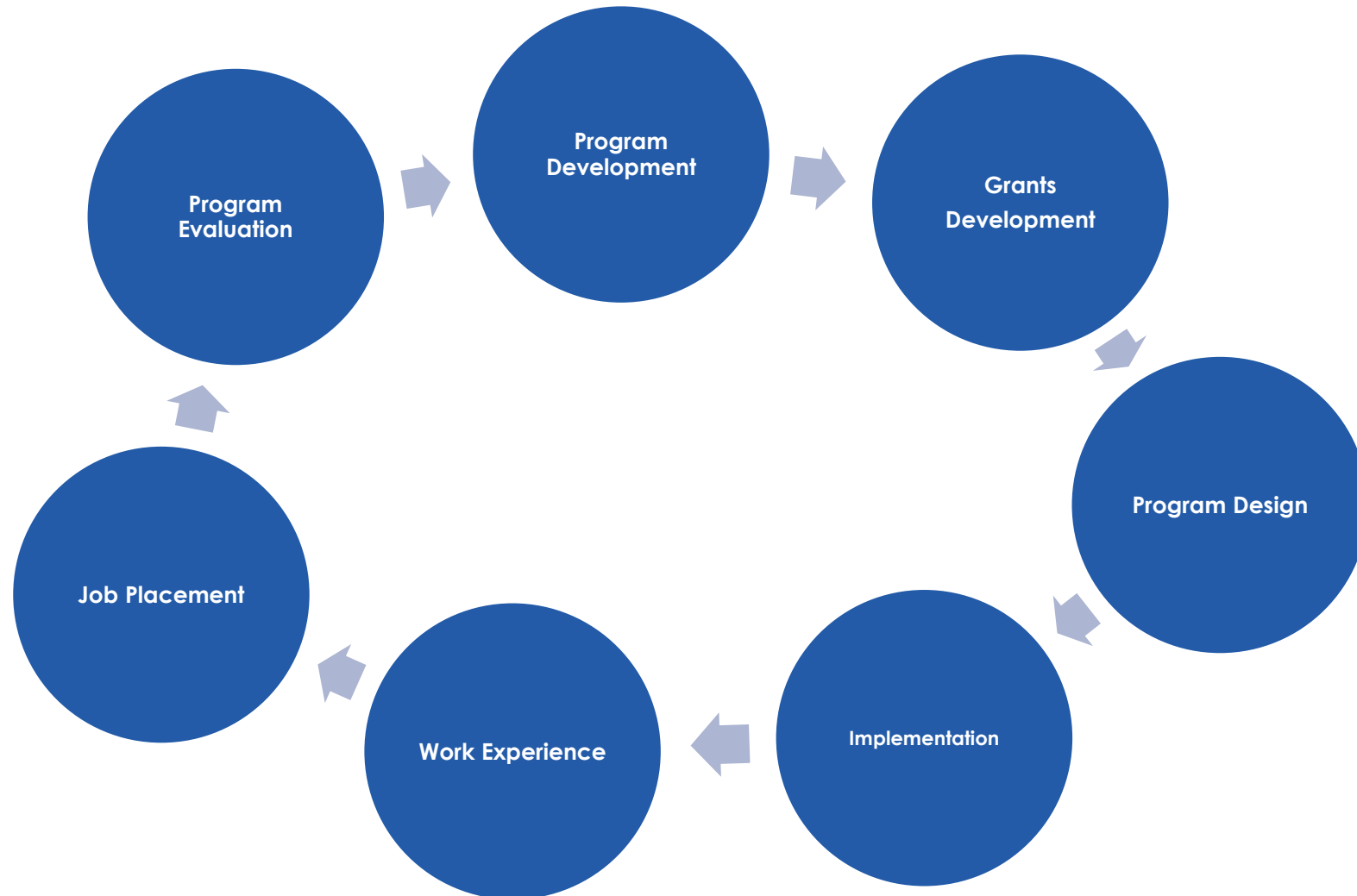
EMPLOYER PARTNERSHIPS: ESSENTIAL FOR

- ▶ Job placement
- ▶ Program strategy & development
- ▶ Grants development
- ▶ Program design & implementation
- ▶ Job seeker skill-building and interview prep
- ▶ Job seeker work experience
- ▶ Program evaluation

OLD EMPLOYER ENGAGEMENT MODEL: LINEAR AND TACTICAL

	Level I	Level II	Level III	Level IV	Level V
Description	Early stage of relationship. Initial contact may be meeting at a job fair, a Jobs Online listing, or a cold call.	Some relationship is established. Employer may have participated in one or two events, come for a tour, hired once, etc.	Greater and more regular employer involvement in programs, presentations, hiring, job postings, etc.	Immediate responsiveness to JVS contact. Provides feedback on program development, hiring practices, etc.	Constant, reliable supporter of JVS clients and programs. Consistently hires, and provides financial and program support.
Key Tactics & Activities	Tour of JVS Jobs Online referral Job and internship placement	<i>All prior tactics plus:</i> Client site visit JVS staff site visit Job shadowing Client mentor Informational interview Mock interviewer	<i>All prior tactics plus:</i> JVS Job fair participant Career Dimensions presenter Class guest speaker or panelist Focus group participant	<i>All prior tactics plus:</i> Advisory Board member Training partnership participant Letter of support provider In-kind contributor	<i>All prior tactics plus:</i> Financial supporter Strictly Business sponsor Training partnership sponsor Special event host Volunteer participant
Primary Ownership	Job Development Staff	Job Development Staff	Job Development Staff; Program Managers, Employer Services	Program Managers, Employer Services, select Job Development Staff	All Management Team and select Job Development Staff
Common Goals	<ul style="list-style-type: none"> • Employer Relationship Management (ERM) strategy used throughout the agency • Clear messaging and processes established for approaching employers • Employer database consistently used to track employer engagement (activity log, contacts, job orders, industry info) • Results of ERM measured and analyzed at regular intervals and used to inform program development, sector work plans, etc. 				

EVOLVING FRAMEWORK: FROM TACTICAL TO STRATEGIC WITH SECTOR LENS



EMPLOYERS INVOLVED AT EVERY STAGE

Program Stage	Employer Involvement
Program Development	Industry Advisory Groups, employer intermediaries, Recruiter Roundtables
Grant Development	Fund programs with direct benefit, letters of support, commit to consider candidates
Program Design	Partner on client recruitment / assessment, curriculum development
Implementation	Employer visits, spotlights, mock interviews, resume reviews, LinkedIn reviews, field trips
Work Experience	Paid internships, job shadows, projects
Job Placement	Information interviews, networking, job postings, hiring events, candidate sourcing
Evaluation	Program evaluation, surveys, data on success of new hires, roundtables

KEYS TO SUCCESS

- ▶ Adopt a dual-customer mindset
- ▶ Always listen for opportunities
- ▶ Build relationships at multiple levels:
 - Link to board or committee involvement
 - Find and use internal advocates
 - Expose employer to job seekers, make less abstract
- ▶ Start where employer starts, grow from there
- ▶ Plan for easy wins...and some strike-outs
- ▶ Give credit and recognition!

CAUTIONS AND PITFALLS

- ▶ Quick-wins vs. long-term partnership
- ▶ Many dead-ends but value in exploration
- ▶ Dual-customer approach vs. client advocacy
- ▶ Building trust: demonstrate reliability and results
- ▶ Internal coordination: managing mixed and multiple messages
- ▶ Systems for tracking

PARTING THOUGHTS

- ▶ This is not easy
- ▶ Relationship-building takes a long time—and then people move on
- ▶ Clients always at the center
- ▶ Success breeds success
- ▶ Systems change can be subtle