Re-envisioning Work Search for the 21st Century

Pathway to Reemployment

Framework
# Table of Contents

- Introduction ......................................................................................................................... 2
- Purpose ............................................................................................................................... 4
- Development ....................................................................................................................... 4
- Characteristics of the Pathway to Reemployment Framework ............................................ 5
- Re-Imagined Work Search Requirements ............................................................................ 6
- Resources and Tools ............................................................................................................ 8
- Acknowledgements .............................................................................................................. 9
Introduction

Changing labor markets and advances in technology have revolutionized how businesses find talent and jobseekers look for work. This development makes it imperative for the public workforce system to continuously adapt and reframe reemployment strategies and policies designed to support reemployment of unemployed workers. A study conducted by the McKinsey Global Institute notes: “Technology and globalization have created a more dynamic and fast-paced business environment, but the way economies connect most individuals with work has been slow to respond. Millions are unable to find jobs, even as companies report that they cannot find the people they need. Meanwhile, a significant proportion of workers feel overqualified or disengaged in their current roles. These issues translate into costly wasted potential for the global economy. But more importantly, they represent hundreds of millions of people coping with unemployment, underemployment, stagnant wages, and discouragement.”

Online talent platforms, professional networking sites, and social media are evolving drastically, perpetuating the shift in labor market dynamics. Online job boards such as Indeed, CareerBuilder, or Monster are still among popular ways to connect job seekers to employers. However, a simple Google search (e.g., “What is the best way to look for a job?”) will reveal that even such online job boards that seem advanced when compared to the old-fashioned circling of job ads in the Sunday newspaper, may no longer be among job seeker or employers’ top choices for modern job matching.

Consider these extracts from job search advice columns from renowned online publications, for example:

“Applying directly to job postings should represent no more than 20% of what you do. Getting referred to a job is 5-10X more effective than applying directly. If you’re going to apply, only apply to jobs when you’re a perfect fit for the skills and experience listed on the job description.”

“Think outside the box. Large, traditional companies often have rigid hiring processes, and no amount of out-of-the-box thinking will help you skirt around them. But if your target companies show any versatility, particularly if you want to work for a start-up, think of other ways to get their attention. Maybe it’s through social media. Or a video resume. Or running a Google AdWords campaign. Rather than following the resume-cover letter-application route like most job seekers, figure out a way to get yourself ahead of the pack. Organizations want to hire smart, innovative people. Show you fall into both those categories, and you’ll be well on your way to a new job.”
The trend of using social media and professional networking sites to look for a job is steadily growing in popularity, as evidenced in the following articles, for example:

- Twitter Is The Best Job Search Tool You're Not Using -- Here's How You Can
- 4 Ways To Use Facebook To Find A Job
- 10 Smart Ways to Use Social Media in Your Job Search
- The Facebook Job Board Is Here: Recruiting Will Never Look The Same

Susan Adams writes in her article *The 10 Best Websites For Your Career - 2013*: “Of course the No. 1 reigning site is LinkedIn, the massive and growing ten-year-old professional networking site, which, at last count, had 238 million members in more than 200 countries around the world. In some circles, a LinkedIn profile can substitute for a résumé. It’s also a great passive way to look for a job since hiring managers and recruiters comb it for candidates. Plus, it now has a news feed with a curated range of articles on professional and career topics.”

The McKinsey Global Institute provides the following summary of online talent platforms, based on data usage and functionality, with a disclaimer that the landscape of providers and solutions is evolving rapidly and that the examples reflect a snapshot as of May 2015.

<table>
<thead>
<tr>
<th>Functionality</th>
<th>Digital tools that enable users to:</th>
<th>Example Platforms (2015)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matching individuals with traditional jobs</td>
<td>- Post full-time or part-time jobs&lt;br&gt;- Create online resumes of individuals&lt;br&gt;- Search for talent or work opportunities based on extended matching attributes&lt;br&gt;- Provide transparency into company or worker reputations, skills, and other traits</td>
<td>CareerBuilder&lt;br&gt;Glassdoor&lt;br&gt;Indeed&lt;br&gt;LinkedIn&lt;br&gt;CareerBuilder&lt;br&gt;Jobvite&lt;br&gt;Monster&lt;br&gt;Vault&lt;br&gt;Viadeo&lt;br&gt;Xing</td>
</tr>
<tr>
<td>Online marketplaces for contingent work</td>
<td>- Connect individuals with contingent or freelance projects or tasks&lt;br&gt;- Facilitate transactions by providing transparency on reputation and ratings</td>
<td>Amazon Home Services&lt;br&gt;Angie’s List&lt;br&gt;TaskRabbit&lt;br&gt;Uber&lt;br&gt;Upwork</td>
</tr>
<tr>
<td>Talent management</td>
<td>- Assess candidates’ attributes, skills, or fit&lt;br&gt;- Personalize onboarding, training, and talent management&lt;br&gt;- Optimize team formation and internal matching&lt;br&gt;- Determine the best options for training and skill development</td>
<td>Good.co&lt;br&gt;PayScale&lt;br&gt;Good.co&lt;br&gt;PayScale&lt;br&gt;Pymetrics beta&lt;br&gt;ReviewSnap</td>
</tr>
</tbody>
</table>
In short, labor markets are becoming more and more fluid and transparent, and the labor force is becoming much more flexible. As providers and stakeholders in our nation’s workforce system, we need a job seeker reemployment strategy for our time that can meet the needs of today’s dynamic labor marketplace.

**Purpose**

The purpose of the Pathway to Reemployment Framework is to help state workforce agencies and the public workforce system adapt to the changes in how job seekers and employers connect and bolster the important role of their Unemployment Insurance (UI) Programs in efficiently deploying the nation’s workforce. More specifically, this Framework provides state policymakers and other stakeholders an alternative approach to UI work search policies, and a set of promising practices, behavioral insights, and tools related to UI work search requirements that states may elect to adopt.

The UI Program and its workforce system partners will be even better positioned to:

- Provide job seekers a more modern and effective roadmap for conducting their work search,
- Ensure UI claimants meet their responsibilities to actively seek work, and
- Maintain UI Program integrity.

**Development**

The Pathway to Reemployment Framework was developed by a group of state workforce system leaders in collaboration with representatives from the National Association of State Workforce Agencies (NASWA) and national and regional Employment and Training Administration (ETA) staff (see Acknowledgements). This cross-agency and multi-state blend of subject matter experts provided a high-quality platform to effectively design this Framework under which the UI Program’s role in the nation’s workforce system may be re-emphasized and work and search activities and reemployment service delivery for UI claimants may be re-imagined in accord with today’s dynamic labor marketplace.
Characteristics of the Pathway to Reemployment Framework

Reemployment and work search requirements for the 21st century must be designed and communicated in a way that serves two equally critical objectives:

- Employs work search activities that are effective job search strategies (not just compliance steps) within a supported environment that offers job seekers a roadmap of how effective work search activities might be successfully employed (i.e., holds prospects for improved customer value, shorter claim duration, lower improper payment rates, and suitable reemployment outcomes); and
- Meets the statutory requirements that UI claimants must be actively seeking work as a condition to receive UI income support.

<table>
<thead>
<tr>
<th>Essential Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Unemployment Insurance programs should promote reemployment (i.e., the goal of returning customers to meaningful work) in addition to providing benefit payments.</td>
</tr>
<tr>
<td>2. Ownership in reemployment plans should incentivize job seekers to actively use creative and expanded methods of self-directed work search.</td>
</tr>
<tr>
<td>3. It is essential for UI programs and workforce system partners to clearly define a shared reemployment service delivery approach and align with partners within the workforce system.</td>
</tr>
<tr>
<td>4. Requirements must be communicated effectively to all stakeholders, using concepts of behavioral economics to engage the jobseeker customer.</td>
</tr>
<tr>
<td>5. Resources outside of the workforce system should be leveraged (e.g., private sector on-line job search tools, social media and networking events, libraries, community-based organizations, private sector, etc.).</td>
</tr>
<tr>
<td>1. One-stop tools and resources that enable job seekers to take ownership in their reemployment plans must be leveraged.</td>
</tr>
<tr>
<td>2. The range of work search activities available to claimant job seekers should be broad and include any activity that supports those getting good jobs.</td>
</tr>
<tr>
<td>3. Job seekers’ “service roadmap” and services must be rooted in effective triaging to enable the right services for each job seeker.</td>
</tr>
<tr>
<td>4. All solutions outlined above should be engineered in an effort to fulfill active work search requirements and achieve successful reemployment of the customer/jobseeker.</td>
</tr>
</tbody>
</table>
Re-Imagined Work Search Requirements

Work search activities for the 21st century should strive to employ evidence-based and promising practices within a guided environment, both in-person and/or virtual. They should be employed by job seekers in a manner that is self-determined, but meets minimum standards of activity, which may fluctuate during the individual claim period, based on results.

Work search requirements should include a blend of types of activities that support reemployment rather than the traditional employer contacts in many states’ laws. The term “employer contacts” is dated and does not reflect how jobseekers can most effectively make connections that lead to getting a job.

Work search policies should be flexible in a variety of ways. Examples include:

- Encourage and enable claimants/customers to design and own their own work search and reemployment plan;
- Allow for changes in the required numbers based on length of unemployment, job seekers’ results, labor markets, and economic conditions;
- States may choose to count multi-day activities, such as a multi-day workshop, as multiple work searches; and
- Allow for variable number of work search activities in each week if part of an approved work search plan.
Menu of Possible Work Search Activities

<table>
<thead>
<tr>
<th>1. Creating a reemployment plan.</th>
<th>2. Creating a resume and/or uploading resumes to an online job board.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Registering for work with:</td>
<td>4. Using online career tools, such as:</td>
</tr>
<tr>
<td>State’s labor exchange system,</td>
<td>Job match advisors,</td>
</tr>
<tr>
<td>Placement firms,</td>
<td>Other national job boards, or</td>
</tr>
<tr>
<td>Temporary work agencies,</td>
<td>My Skills My Future.</td>
</tr>
<tr>
<td>Educational institutions</td>
<td></td>
</tr>
<tr>
<td>5. Logging on and looking for work:</td>
<td>6. Using reemployment services in one-stops, such as:</td>
</tr>
<tr>
<td>In the state’s labor exchange,</td>
<td>Obtaining and using labor market and career</td>
</tr>
<tr>
<td>In any other online job matching system.</td>
<td>information,</td>
</tr>
<tr>
<td>7. Completing job applications for employers that have (or are reasonably expected to have) job openings, or following through on job referrals or job development attempts, as directed by workforce center staff.</td>
<td>Participating in profiling (if required to do so),</td>
</tr>
<tr>
<td>8. Applying for and/or participating in:</td>
<td>Participating in skills assessment for occupational</td>
</tr>
<tr>
<td>Partner-sponsored reemployment services, or</td>
<td>matching,</td>
</tr>
<tr>
<td>Non-WIOA-related/sponsored training.</td>
<td>Participating in instructional workshops (resume,</td>
</tr>
<tr>
<td>Example: Digital literacy, GED, or ESL training.</td>
<td>interviewing, job searching, etc.), or</td>
</tr>
<tr>
<td>9. Creating a personal user profile on a professional networking site (e.g., LinkedIn).</td>
<td>Participating in other activities/specialized services (e.g., job clubs, job fairs, etc.).</td>
</tr>
<tr>
<td>10. Participating in work-related networking events. (i.e. job clubs, industry association events)</td>
<td></td>
</tr>
<tr>
<td>11. Making in-person visits to employers that have or are reasonably expected to have job openings.</td>
<td>12. Going on interviews with employers (virtually or in- person).</td>
</tr>
</tbody>
</table>
Additional Resources and Tools

The following resources are currently under development and will be made available to state workforce agencies and the public workforce system. They are designed to assist with the analysis of current practices and, if necessary, provide guidance on how systems may best adapt to the changes in how job seekers and employers connect.

- **Promising State Practices and Lessons Learned**
  A compilation of pilot projects, successful models, and lessons learned from across the nation, Best Practices and Lessons Learned is a collection of resources that may aid states with their decision-making processes in implementing revised work search requirements and updated service delivery models.

- **"My Reemployment Plan" Template**
  The “My Reemployment Plan” template is a generic, interactive job search guide, i.e., a “road map” of sorts, that can be adapted to the specific requirements and various economies of states and regions. It outlines proven steps to successful reemployment in a 21st century job market and may be used by job seekers directly or as a case management tool for professional workforce development staff.

- **Validation and Documentation**
  This white paper explores the topic of successful documentation and validation of 21st century work search activities. It considers topics including but not limited to: What can and should be validated? Where can documentation be relied on and what might that look like? Is self-attestation enough for some activities?

- **Opportunities for Improved Service Delivery and Support of Work Search Guide**
  Work search activities for the 21st century should strive to employ evidence-based and promising practices within a guided environment, both in-person and/or virtual. The implementation of this principle may, in many instances, have a significant impact on states’ and/or regions’ service delivery and job seeker support models. This guide provides an outline of successful, practical strategies for UI programs to clearly define a shared reemployment service delivery approach and align with partners within the workforce system.
Acknowledgements

This report was made possible through the contributions of the Re-Envisioning Work Search Requirements Workgroup, which is comprised of the following professionals and subject matter experts:

- Aaron Fichtner
  New Jersey Department of Labor and Workforce Development
- Brad Wiggins
  U.S. Department of Labor, Office of Unemployment Insurance
- Chuck Ross
  Texas Workforce Commission
- David Gerstenfeld
  Oregon Employment Department, Unemployment Insurance Division
- David Niermann
  Minnesota Department of Employment and Economic Development
- Dianne Carpenter
  New Hampshire Employment Security, Unemployment Insurance
- Gay Gilbert
  U.S. Department of Labor, Office of Unemployment Insurance
- Jennifer Garrett
  U.S. Department of Labor, ETA Region 4
- Jim Garner
  U.S. Department of Labor, Office of Unemployment Insurance
- Jim Van Erden
  National Association of State Workforce Agencies (NASWA)
- Julie Squire
  National Association of State Workforce Agencies (NASWA)
- Lisa Graven
  Oklahoma Employment Security Commission
- Mark Basile
  U.S. Department of Labor, ETA Region 2
- Michelle Beebe
  Utah Department of Workforce Services, Unemployment Insurance
- Neil Gorrell
- Pam Szacik
  New Hampshire Employment Security, Employment Services
- Shalonda Sanders
  Oklahoma Employment Security Commission, Support and Compliance Division
- Suzanne Simonetta
  U.S. Department of Labor, Office of Unemployment Insurance
- Wayne Gordon
  U.S. Department of Labor, Office of Policy Development & Research
- Wendy Havenstrite
  U.S. Department of Labor, Office of Workforce Investment
- Yvette Chocolaad
  National Association of State Workforce Agencies (NASWA)

Workgroup Facilitators

- Rick Maher, President & CEO, Maher & Maher
- Linda Lawson, Senior Consultant, Maher & Maher
- Silvia Middleton, Senior Analyst, Maher & Maher
- Rosalyce Broadous-Brown, Program Analyst, Maher & Maher

---