

*There is considerable flexibility in the way you do job development. This flexibility gives you choices. The choices offer different approaches - they may be seen as polar opposites, although in some cases they are not really opposites but simply alternative actions.*



## Choices

Here are a number of choices for you to consider:

### 1. Open Job Market versus Hidden Job Market

To conduct our job development business, we have two job markets from which to choose: the open market and the hidden market.

The **open market** is the job market where jobs are advertised in public places (newspapers, notice boards, etc.), while the **hidden market** has the jobs that are never brought to the public's attention and are filled through personal networks.

The open job market never holds more than 20% of total jobs, while the hidden job market can hold 80% to 100% of available jobs.

The open market is very easy to find because it is public, but that easiness also makes it very competitive. Usually these jobs are so competitive that candidates with barriers may not have the capacity to compete.

People with employment barriers do better in the hidden market because it is usually a non-competitive environment where they are not compared to others. Here they are able to get jobs on their own merits without a comparison to others. The hidden market requires the job seeker to *"know someone"* to find it and access it. Therefore the agency, not the candidates, will need to build the networks to find and access the hidden job market.

## **2. Competitive Job Search versus Non competitive Job Search**

This choice is, in many ways, much like the open and hidden job market choice.

The strategic choice here is for an agency to decide where it will be spending its resources, and the types of skills and approaches it will be developing. In a strategy to win employment competitions, the stress will be on the development of candidate skills so they can win against others. In a non-competitive search strategy, the stress will be on building employer relationships so they hire our candidates without seeking candidates elsewhere.

In a competitive job search, we are one amongst all the people applying. In a non-competitive job search, we are the first to the job, getting to the job before it has gone competitive and clearly understanding the employer's real needs so we can present a viable solution.

## **3. Direct Marketing versus Indirect Marketing**

**Direct marketing** is marketing where the job developer takes responsibility for initiating the contact with the employer. The employer is directly contacted by the agency. This can be done with a letter and a phone call, a walk in call, speaking at employer groups or cold phone calls. All these efforts are trying to ensure direct contact with the employer.

**Indirect marketing** means putting information into a forum where an employer may see it and take the initiative to call you. The employer is taking the responsibility for initiating the contact, not the agency. Letters without phone follow-up, advertising, newspaper articles, job fairs, trade fairs are all indirect marketing techniques.

Indirect marketing by its nature has a very low response rate. Most direct mail campaigns are based on a less than 1% response rate.

Our services are so unique that often-indirect marketing cannot generate any response, as employers may not associate us with a source of employees.

Indirect marketing feels safer, as there is a smaller possibility of rejection. The employer is asking to see the agency and therefore is likely interested in the people we provide. Nevertheless, indirect marketing has a low production rate because not that many employers, in fact, do call. Direct marketing has more of a risk of rejection for the people doing it, but it also gets a much better response rate.

For people with employment barriers, we always suggest direct marketing techniques.

## **4. Linear Interventions versus Dynamic Interventions**

This choice involves the sequencing of service delivery between **developmental** interventions and **marketing** interventions, and the blend between the two.

Linear interventions are sequenced steps where the success in one step moves you to the next in sequence. Linear sequencing is common in the Job Readiness Model, where each step is completed before the person moves on to employment.

Dynamic interventions set an end goal. They try any combination of steps, and a combination of developmental and marketing interventions, to attain the goal. There is no set sequence of steps, but an evolution of steps, as we learn from successes and failures.

### **More Choices Next Time:**

**For More Information visit:**

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