

# **JOB DEVELOPMENT ESSENTIALS**

*a guide for job developers*

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**Second Edition**

Laura Wyckoff

Carol Clymer

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**Working  
Ventures**

A PUBLICATION OF PUBLIC/PRIVATE VENTURES



**JOB DEVELOPMENT ESSENTIALS**  
*A Guide for Job Developers*

**Second Edition**

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# Acknowledgments

Public/Private Ventures would like to thank the following workforce development professionals whose willingness to share their expertise has made *Job Development Essentials* possible.

**Kris Bernadot**

Project Recruiter  
Private Employment Agency, Winona, MN

**Jennifer Boyett**

Job Placement Coordinator  
Primavera Works, Tucson, AZ

**Zenzal Carr**

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Denver Workforce Initiative, Denver, CO

**George Clark**

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**Tanya Tirado**

Sectoral Employment Specialist  
STRIVE, New York, NY

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## *Developers, Writers, and Funders*

The authors would like to thank a number of people who contributed to this guide. Several practitioners provided the core for the content of *Job Development Essentials*. They spent considerable time interviewing with the authors, sharing ideas and information about how they develop jobs. We also appreciate their many useful quotes, techniques and tips of the trade. In addition, we would like to thank those who reviewed this material, both for the first and the updated second edition. Their comments and suggestions helped to make the tools and information practical and user friendly.

Kim Berman, Sheila Maguire and Joe Stillman provided substantial input and ideas for conceptualizing, writing, revising and producing *Job Development Essentials*. Emily Rubin helped interview practitioners and develop and write some of the materials. Mark Elliott had the original idea and offered his continual assistance.

We would also like to thank Anne Frances Wysocki for designing and producing the original guide and Chelsea Farley and Ed Kulp for producing the second edition. Maxine Sherman edited the original, while Edward Moran and Heidi Jacobs edited and proofread the second edition.

Final thanks go to the Ford, Charles Stewart Mott, Rockefeller, Clark, Surdna and David and Lucile Packard Foundations for their support of Working Ventures and *Job Development Essentials*.

*Laura Wyckoff  
Carol Clymer*





### **Why *Job Development Essentials* was created**

*Job Development Essentials* is for job developers. Job developers go by different names and do a variety of things, but primarily they help people find jobs and help employers find employees. By learning about employers and job seekers—what each one needs, and what each can offer—job developers match the right applicants to the right employers.

A job developer's job is complex and demanding. It's a balancing act, one that must satisfy the organization, the employers, and job seekers. Job development requires meeting new people every day, earning their trust, discussing their businesses, and becoming involved in their working and, often, their personal lives. It requires quickly learning what employers and job seekers want, what they need, and what they are willing to invest and then getting them to take a little less and invest a little more. It means brokering a deal between job seeker and employer that pleases both of them at the same time, and then doing what it takes to make that deal last. The job developer's job is a combination of rock-solid knowledge, tight organization, inspired guesses, and personal style. It is bound together with an unwavering positive attitude, the belief that the mission is important and that there is always another deal to be made.

### **An increasing demand for job development**

Almost overnight, job development has become a high-growth occupation. Although practitioners celebrate opportunities for expanding their role, the increased demand for job development and the increased demands on individual job developers pose significant challenges.

These increased demands have resulted from recent changes in private markets and in public policy:

- Tens of thousands of employers do not have the networks or the skills to find the workers they need to operate and help their businesses grow.
- Affected by welfare reform, people lacking skills, networks or labor market savvy must now find jobs in order to support themselves and their families.
- Current performance-based funding often requires that participants not only find jobs, but retain employment and increase their wages. Strong relationships with employers, good matches and persistent follow-up can have positive effects on performance.

Both employers and job seekers (and also government and private funders concerned with or committed to these issues) are increasingly turning to employment and training organizations for assistance. *Job Development Essentials* aims to help job developers, together with their colleagues and others involved in workforce development, respond to these challenges.

# **ABOUT *Job Development Essentials***

### **How *Job Development Essentials* was developed**

*Job Development Essentials* was developed primarily through interviews with experienced job developers from a cross section of organizations—large and small; urban and rural; government, not-for-profit, and private. Day in and day out, through their work with employers and job seekers, these practitioners have learned and often helped create the essentials of job development. Although the field of job development is a competitive one and job developers often guard information carefully, these experts generously contributed their knowledge, perspective, and personal tips on what job developers do and how they do it successfully.

### More about *Job Development Essentials*

#### What it contains

The information and materials in *Job Development Essentials* follow the basic process for developing jobs. It begins with initial market analysis and contacts with employers and job seekers, and concludes with post-placement follow-up and employment retention. Each of the guide's eight chapters covers a major component of the job developer's job. Each opens with a brief overview, followed by checklists, tips, stories, resources, examples, troubleshooting and problem-solving strategies, and common mistakes and misunderstandings. The chapters end with questions that can help job developers set goals and monitor their performance. *Job Development Essentials* provides a structure—as well as specific ammunition—for job developers to use as they develop their own combination of information, analysis, relationships, negotiating and sales skills, long-term strategies and one-shot techniques for identifying jobs, understanding employers and job seekers, and making the best possible long-term deals for all concerned.

#### Who might use it, and for what purpose

*Job Development Essentials* will be useful to new job developers learning the job. It is also useful for job developers:

- Needing a brush-up;
- Looking for new ideas or approaches;
- Troubleshooting specific problems;
- Setting goals and monitoring their performance; and/or
- Participating in a structured course on job development.

In addition, program directors and managers can refer to *Job Development Essentials* for background on what job developers do and how managers can assist, encourage, and guide them in meeting the needs of the employers and the job seekers whom the organization is committed to serve.

#### A final note

The functions, tasks, and duties of job developers vary widely from organization to organization. Some successful job developers talk in person with their most important employers several times a week; equally successful developers never meet the employers to whom they supply employees. In some programs, job developers are also the job seekers' trainers and case managers; in other programs, training, case management and matching job seekers to jobs are functions separate from contacting and networking with employers on behalf of the organization. Users should adapt the information and tools in *Job Development Essentials* to their organizations' staffing patterns, to their own jobs, and to their own personal styles.

**YOU NEED TO BE:**

**Persistent**

*"I sometimes call an employer about the same applicant four times a day. Did you get the resume I faxed to you? Have you made a decision whether to interview my applicant? Have you decided who you will interview for the job?"*

—Jessica Pole

**Knowledgeable**

*"We get the inside scoop on the industry and learn the buzz words by bringing in trade specialists to talk with the job developers."*

—Monica Morante

**Confident**

*"I tell employers that our people will impact their business from day one."*

—Clay Howell

**Flexible**

*"If you're trying to contact those 'mom and pop' businesses where the owners are out on the job site working along with their employees, expect to get your call back on Sunday evening."*

—Donald Drew

**A Good Communicator**

*"I can't tell you how important it is for job developers to be honest, knowledgeable, and to the point."*

—Gaylyn Schandua

**Service Oriented**

*"I don't waste the employers' time by sending them someone who doesn't fit."*

—Gloria Day

**Organized**

*"We all spend time at the end of each day planning for the next. I know exactly what I'm going to do when I come in."*

—Kris Bernadot

**Accountable**

*"Know what the bottom line is and get the job done."*

—Zenzal Carr

*before you*  
**BEGIN**

### *before you* **BEGIN** (continued)

#### **YOU NEED TO LEARN THE BASICS:**

##### **About your organization**

Its targeted industries and jobs, and the services it offers employers.

##### **About employers**

Their industry; their company; their competition; the jobs they offer, including wages and benefits; their skill needs; and their hiring preferences.

##### **About job seekers**

Their interests, skills, job requirements, and barriers to steady employment.

#### **YOU NEED TO DEVELOP YOUR OWN STYLE:**

There is a job developer who rings a cowbell for every placement, one who fires employees for an employer who would rather not, and another who has long-term employer relationships and always exceeds her placement goals but never visits a job site. There are those who refuse to divulge their contacts, even to their own organizations. And there are job developers meeting as a team plotting how to place people in a vast area with no public transportation and few employers. There are many ways to do successful job development. Learn about your organization, learn about employers, learn about the job seekers, know yourself, and then develop jobs in your own style.

# Chapter 1 LAYING THE GROUNDWORK

## ABOUT LAYING THE GROUNDWORK

It's not difficult to yank open the phone book, turn to the listings and, with a job seeker sitting across the desk, dial the first business listed. Thinking they are developing a job, novice job developers have done this. It seldom works. What is missing is preparation.

Successful job development begins with a thorough understanding of the types of job seekers the organization assists, the types of employers the organization targets, and the services it provides to both. Job developers need to know exactly what targeted employers do; how they conduct their business; what jobs they offer; what skills, strengths, and experience they require of their employees; and whom they prefer to hire. This preparation provides a foundation for speaking with the knowledge and confidence that gain employers' trust and get job seekers hired.

But preparation does not stop with understanding the organization, job seekers and employers. Even the most efficient, hard-working job developers cannot contact every employer for every job. Effective job development depends

on prioritizing contacts and choosing the employers, the approach and the technique that is most likely to pay off. "What do these employers need?" "How can I convince them to use my services?" These are the key questions job developers should ask themselves.

Contacting new employers is an unending activity for both beginners and experienced job developers. Organizations continuously reach out to job seekers. They expand services or target different or additional industries as companies grow, fail, relocate, automate, diversify or make other changes affecting their workforce needs. Experienced job developers with loyal employer contacts may spend less time prospecting for new employers, but they also continually seek additional employment opportunities for their organizations and job seekers. Preparation for contacting employers is an essential part of job development, and it's ongoing.

## INCLUDED IN THIS CHAPTER

- Preparation Checklist
- Educating Yourself
- Resources for Research
- Starting a Dialogue
- Tips for Preparing
- Preparing an Attitude
- Planning for Initial Contact
- Common Mistakes
- About Your Performance



## *preparation* **CHECKLIST**

- Understand your organization, its placement goals, and other performance objectives. Know its target industries, employers, and jobs—and what you can offer.
- Know what your organization expects of YOU, including its goals for your performance and how your performance will be monitored and measured. For example:
  - Number of job orders from new and/or repeat employer customers you generate
  - Number of job seekers you interview
  - Number of job seekers you place
  - Number of job holders you place who are employed for 30, 60, 90, or 180 days
- Know what data you should keep for your organization's records. For example:
  - Number of employers you contact for the first time
  - Number of repeat employers you contact
  - Number of job seekers you see
  - Number of job seekers' files you keep current
  - Number of times you follow up with job holders
- Find out what employers think of your organization—the good news and the bad. Know how your organization answers objections to hiring its job seekers. Arm yourself with statistics and testimonials that will convince employers to do business with you.
- Develop and internalize your own sales pitch. Don't appeal for jobs on a humanitarian basis. Emphasize the services you can provide. Use business language, not agency jargon.
- Research likely employers: those who can benefit most from your services and those who can provide the most benefits to your organization. Decide who to contact first and who to approach later.
- Identify the most effective way to make an initial contact: by telephone, letter, email, or in person.
- Prepare marketing information that can be mailed, faxed, emailed, or left on-site for interested employers.
- Schedule a block of time to make specific calls or visits.

### LEARN THE HISTORY AND BACKGROUND OF YOUR AGENCY

- ◆ Read every scrap of written material about your organization, including its history, mission statement, staff and participant training materials, reports to key funders, marketing brochures, the organization's newsletters, and relevant articles in local newspapers.
- ◆ Talk with your manager, fellow job developers, and the job seekers to learn about what your organization does, who it serves, and how.
- ◆ Glean statistics that demonstrate successful placements. Memorize success stories.

### UNDERSTAND ITS STRATEGY

- ◆ Understand the organization's strategy for marketing itself to employers.
- ◆ Know which industries, employers, and jobs it targets.
- ◆ Understand how your organization describes its work to job seekers, funders, and employers.

### COMMIT TO ITS GOALS

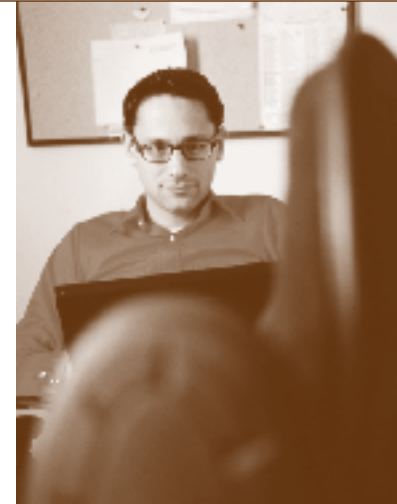
- ◆ Understand your organization's goals and its performance. Know how many people it places each month, quarter, or year. Get a handle on recent placement rates, retention rates, new employers, and repeat customers served—or other performance measures.
- ◆ Know what the organization expects of you: how many employers you are expected to contact, how many job orders or placements you are expected to generate daily, weekly, or monthly.
- ◆ Offer your input on goal setting.

### KNOW YOUR PART

- ◆ Find out how job development is coordinated; for example, find out who contacts which employers.
- ◆ Know which employers your colleagues are working with and never poach on their territory. Let them know which employers you are contacting.
- ◆ Know how job development relates to other parts of the organization, for example, intake, training, case management, support services, or administration. Know what you should do to make this relationship work smoothly.

### THINK AHEAD

- ◆ Anticipate objections that employers may have to hiring your job seekers or to doing business with your organization. Plan how to meet these objections with accurate information and evidence of past success.



## EDUCATING *yourself*



# 1 LAYING THE GROUNDWORK

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## *resources for* **RESEARCH**

### **YOUR AGENCY/ORGANIZATION**

Start here. Inquire about partnerships with organizations similar to yours and about relationships with private employment agencies. Ask veteran staff members for leads on potential employers. Your organization's board of directors includes employers. Find out how you can tap into these existing, "in-house" resources.

### **YOUR NETWORK**

Develop a vast battalion of personal contacts. Draft your friends and family members. Recruit your doctor, dentist, dry cleaner, and others who provide services for you. Enlist your professional colleagues, fellow members of clubs and organizations, and the guy sitting next to you on the bus. Consider that all of these contacts have their own friends, relatives, and neighbors who tell them about what's happening in their workplaces. Attend town meetings and school events, library functions, and churches, synagogues, or mosques. Each new person you meet is a potential link to an employer. Let people know what you do so they can help you do your job.

### **THE INTERNET**

Log onto company websites. Look for job descriptions, job openings, and who's doing the hiring. Check out personnel policies and staffing structures. In addition, use the Internet for labor market data and access to business journals and trade association newsletters for updates on current issues in targeted industries.

### **THE YELLOW PAGES**

A basic resource with current phone numbers and addresses of most local employers, the Yellow Pages are organized by industry and are now online.

### **THE NEWSPAPER**

Check the job ads, of course, but also read the business section for news about companies moving into the community, expanding businesses, new hires, or personnel receiving promotions (which means there may be a position you can fill). Read the front page so you understand issues that affect local employers.

**STATE EMPLOYMENT SERVICES, ONE-STOPS, ECONOMIC DEVELOPMENT AGENCIES, AND OTHER GOVERNMENT LABOR MARKET AGENCIES**

State employment agencies offer access to job listings and may provide information about employers who are hiring. Many state and federal agencies publish reports on regional labor markets that may include predictions about hiring trends.

**CHAMBERS OF COMMERCE**

Chamber members have direct access to local employers through functions, business expositions, and job fairs, as well as through extensive online databases with profiles of local companies, their products, and their hiring practices. Encourage your organization to join, if it's not already a member.

**TRADE ASSOCIATIONS**

From the Agri-Business Council to the National Association of Manufacturers, trade associations maintain membership lists and provide in their publications “insider” information on issues affecting their industries.

**PUBLICATIONS**

Get the big picture—the industry players, the current issues, and a working vocabulary—by reading industry trade journals and local business weeklies. Check the traditional publications available in public libraries, such as Standard and Poor's, for information on companies and employers' names, addresses, and phone numbers, or obtain similar information from industry-specific CD-ROMs.

## starting a **DIALOGUE**

### Four Job Developers with Four Styles



*"Ms. Alexander, I'm Joe Keller with Working Results. I place people in entry positions in the hospitality industry. I know some of the difficulties companies like yours have keeping good employees. I'm calling to see if I might help, especially at the start of tourist season.*

...

*I do know the agency you're using. Our services are free, too. You have quite a few banquets this time of year, don't you? What is your ideal employee for those functions?*

...

*Hmmm, someone who shows up? Well, I can help there. I work with our people even after they are employed, so if there is a problem, you call me and I'll help your employee work it out. What do you think keeps your people from getting to work?*

...

*Childcare? We have a network of providers we can refer people to. That would include any of your employees, not just those I send. I think I can be of real help to you. May I make an appointment to get more details on your needs?"*



*"Ms. Eng? Hello, this is Marc LeFleur, with Working Results. I'm calling to introduce myself. I work for employers in the hospitality and food service industry. Have you heard of us?*

...

*No? Well Working Results was written up recently in **Trade Talk** for filling the needs of employers like you. As a matter of fact, I've read that your company wants to become an employer of choice for the area, and I'm calling to find out what that means at Hotel du Lac.*

...

*Yes, well I think I could help you with that goal. For example, I can build your retention rates. I can also send people who work together well and will fit into that learning community you envision. Listen, I'd like to learn more about your ideas. May I make an appointment to stop by next week at your convenience?"*



*"Ms. Jackson? I'm Maggie Strozzi with Working Results. How are you? Busy, I'll bet, with those three conferences coming up. I'm calling to find what your needs are related to staffing your new facility.*

...

*I see. Great! TW Associates is a good agency. I should tell you that Working Results sends people who have proven customer service skills and are willing to work flexible hours. What are other requirements for those positions?*

...

*I know exactly what you mean. I've heard it from other employers and it's something I can help with. First of all, we try our best not to send someone who uses drugs, but to make certain, we pay for the initial drug screening. That can save you money. And if problems develop with someone I've sent you, you just call me and I'll help work it out. We offer other services too, but first, may I make an appointment to hear more about your specific needs?"*



*"Ms. Copland? Hello, this is. . ."* **YOU**, confident, knowledgeable, ready to get employers talking about their needs and eager to respond with what you can do to help.

## GUIDELINES

- Probe for information that will allow you to begin a dialogue.
- Listen more than you talk.
- Arrange to meet the employer face to face, when possible.
- Don't promise more than you can deliver.

*"I can save you money. I can help you do your job."*  
—Gloria Day

## *tips for* **PREPARING**



### **KEEP IN MIND**

A business's success depends in large part on its employees. Hiring is time consuming and expensive for employers. You are preparing to make hiring easier for them. Make it as easy as possible.

- ☛ Watch experienced, successful job developers contact employers. Solicit their suggestions. Use only those parts of their sales pitch *that will work for you*. Let them know you are using parts of their pitch.
- ☛ Practice describing your services in your own words to your family, friends, and acquaintances. Ask them for feedback and develop ways to handle potential issues and possible objections. Be sure to talk about the employer services your organization offers.
- ☛ Plan to contact a large number of businesses. Prioritize. Prepare to contact first those you believe are most likely to need your services.
- ☛ Identify whom you will ask to speak with by name or position before you make that call or visit. Write down telephone numbers and addresses ahead of time.
- ☛ Research employers in a methodical way. Pinpoint those who are not currently using your organization's services. Visit their websites and read their catalogs, annual reports, brochures, and advertisements for information about their market niche and labor needs. Drive or walk by prospective contacts. Get a feel for the neighborhood and facilities and what types of people are employed. Determine who offers positions that best match the job seekers you are representing. Anticipate who can use the additional services your organization offers, such as follow-up or retention services or customized training.
- ☛ Schedule a block of uninterrupted time to make calls or visits so you can get into a rhythm. Taking into account the employers' schedules, choose a part of the week or time of day when your approach will not disrupt their work.

## *preparing an* **ATTITUDE**

Adopt an inspirational saying or motto as a “mental note” to yourself as you prepare to contact employers. Here are some examples.

### **JOB DEVELOPERS’ MANTRA**

My services are valuable. Convincing employers to use them is doing those employers a favor.

I can’t control the job seeker, but I can control my service to employers. My services are what I’m selling.

I will use business language! I will use business language! It’s “job applicants,” **NOT** “our clients.” It’s “filling your employment needs,” **NOT** “giving our trainees jobs.”

Placement quotas? They are:

- A personal challenge
- A game to be won
- A chance to succeed

It takes lots of NOs to get a YES!  
Only one in 100 cold calls results in a job placement. I expect some rejection. I cheerfully move on!

I **WANT** to hear about the employers’ problems because it’s my job to offer solutions.

I’ve got **DUAL** customers: my job seekers and my employers.

No bridge will burn behind me!  
I end every conversation on a positive note!

A match doesn’t work out?  
A deal doesn’t close?  
That’s my opportunity to learn more about what the employer really needs.

*“A developer’s success is entirely dependent upon a positive attitude.”*  
—Kris Bernadot



## *planning for* **INITIAL CONTACT**



When you and others in your organization talk with employers, focus on what you can do for them, not on what you do for the job seekers.

- Routinely set aside time to contact new employers.
- Be highly organized. Develop a prioritized list with phone numbers and contact names for each calling session.
  - First make your hot calls, those employers to whom you have been referred.
  - Then make warm calls, those for whom you can make some type of connection.
  - Put your cold calls at the bottom of the list. But make them, every one of them!
- Know about the company you're calling.
  - Products. Services. Competitors. The jobs it offers for which your participants qualify.
- Call to initiate a dialogue about the employer's needs. Use the information to generate questions and demonstrate your knowledge.
- Try to get a face-to-face appointment to learn more.
- Next to your list jot down a reminder to speak only business language.
  - Don't use agency or government acronyms, workforce development jargon, or an approach that smacks of social service.



## *COMMON* **MISTAKES**

- Failing to learn about what your organization can and cannot offer employers.
- Offering employers people or services they don't need.
- Calling or visiting with little understanding of the industry, the employer's business, or employment issues.
- Exaggerating what you and your organization can offer or achieve.
- Forgetting that employers are not in business to make jobs; they are in business to make money.
- Emphasizing your organization's mission to help people instead of emphasizing how you can provide services that will benefit the employer.
- Feeling dishonest because you approach employers by offering your services as opposed to asking them for jobs.



## *about* **YOUR PERFORMANCE**

**THE BIG QUESTION:**  
How many initial employer contacts do you need to make?

### QUESTIONS FOR SETTING YOUR GOALS

- ▶ What's the organization's placement goal per week/month/quarter?  
How many of these placements are YOU expected to make?
- ▶ How many contacts do you need to make to generate enough jobs for your job seekers? (Check with your manager or an experienced job developer.)
- ▶ How many initial contacts will you need to make to build that core group of employers who regularly hire your referrals?
- ▶ What is your daily/weekly/monthly goal for contacting new employers?

### QUESTIONS FOR MONITORING YOUR PERFORMANCE

- ▶ Are you continually adding to and prioritizing your list of potential employers?
- ▶ Do you follow up on all appropriate leads to new employers?
- ▶ Are you setting aside time to make initial contacts and then using that time effectively?
- ▶ Are you meeting your goals for contacting employers? If not, do you know where you are falling short? Are you taking corrective action?



## Chapter 2 **MAKING INITIAL CONTACTS**

---

### **ABOUT CONTACTING EMPLOYERS**

Job development is marketing. It's selling. It's calling up employers and convincing them to "buy" the organization's services and the services of its job seekers. Depending on their idea of whom is being placed, employers may prefer to stick with their current recruiting and hiring process whether it is effective or not. Face it—job developers are salespeople, and what they are selling may be a hard sell. If job developers have an aversion to sales—to convincing employers to "buy" what they have to offer—they may need to develop their own next jobs.

That said, every contact with employers has as its ultimate goal getting the right employee for the employer and the right job for the job seeker. However, not every contact results in an immediate placement. It's all about developing relationships with employers, which can mean an investment of time before making the right match.

Most initial contacts take place over the telephone. Job developers reach out to the right person—the owner, manager, foreman, or human resource staff—and give a brief introduction of themselves and their organizations in terms of the perceived needs of the company. They must be prepared to convince these people that their agency can fulfill employment needs more effectively than they are currently being fulfilled. To make a successful first contact, job developers must listen and probe for cues to an employer's interests and meet objections with convincing logic and testimonials from other satisfied employers.

Job developers need to persuade employers that they can add value. Once they have built a relationship and gained the employer's trust, they can begin finding the right people for positions. And when they send the right people—the job orders will follow.

### **INCLUDED IN THIS CHAPTER**

Six Facts

A True Story

Outline for an Initial Call

Keep the Dialogue Going

Steps for Handling Objections

Determining Needs, Offering Services

Getting the Specifics

Employer Contact Record

Checklist for a Site Visit

Common Mistakes

About Your Performance

## 2 MAKING INITIAL CONTACTS

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*"Making that first telephone call can be a frightening experience."*  
—Former Job Developer

### **SIX** *facts*

- 1** Your ability to communicate by phone, determine employers' needs, and effectively describe the benefits of doing business with you will determine much of your success as a job developer.
- 2** Job development is marketing. It is not social work. Employers want to hire qualified employees, not rescue the homeless, at-risk youth, teen parents, former welfare recipients, or people with criminal records. Your job seekers may be all of the above; however, avoid labels or requests for "charity" placements. Instead, stress the services your organization offers and the benefits of doing business with you.
- 3** You have maybe 15 seconds to convince an employer to continue listening.
- 4** You have competitors. You must communicate why your services are "bigger, better, and faster."
- 5** You must be prepared to meet objections to doing business with you and the "type" of organization and job seekers that the employer imagines you represent.
- 6** You cannot take rejection personally.



*a* **TRUE story**

**I**n an effort to find an employer with the potential for hiring many entry-level workers, a job developer working for a nonprofit telephoned the human resources department of a large public events arena. The man with whom she talked was not friendly.

“We dealt with 10 nonprofit jobs programs,” he said, “and I need to hire 40 workers immediately who can show up and pass a drug test. Those programs referred people to me all right, and I am looking at the results of 10 drug tests right now. Nine of those people failed. I paid \$110 for each of those tests. I’m out \$1,000 for people I can’t hire. So you think I’m going to let you send me anyone?”

“I’ve got a pool of work-ready people who can pass a drug test,” the job developer told him.

“Yeah, well, how do I know that?”

“Because I’m not going to send you anyone I haven’t personally screened and who can’t pass. If you fax the job description, I’ll let you know tomorrow morning who I’m sending.”

She sent him 20 people.

Twenty passed the test.

He hired them all.

Now the employer deals with only four agencies, and the job developer is the first to hear about new openings.

**KEEP IN MIND**

This job developer was lucky—but she also listened well, responded quickly, and offered a valuable service.

## 2 MAKING INITIAL CONTACTS



# outline for an INITIAL CALL

### YOUR VOICE

*confident and positive*

Establish that you are speaking to the right person, someone who makes or influences hiring decisions.

Offer a brief greeting and introduce yourself with your full name and the name of your organization. (If this is a hot call, say who referred you. If this is a warm call, make the connection, such as *"your company was mentioned during a presentation at the City Club as a company that is expanding."*)

State the purpose of your call; for example, *"I'm calling to see if I can assist you with your entry-level hiring needs."* Show that you understand the employer's business by using industry vocabulary and correct descriptions, such as *"I understand you're hiring fabricators for aluminum and stainless application."* Relate a success story with a well-known competitor or similar business: *"One of your vendors, ToteTex, uses our services."*

Get the employer talking about her needs. Keep notes. Don't jump right in and try to sell the perfect candidate you can't produce. *"What's your biggest challenge in hiring your production staff?"*

State the benefits of doing business with you. Don't overstate what you can do, but describe your services with powerful, positive words: *"free," "ongoing," "a savings for you," "reduce your turnover," "make the hiring process easier for you."*

Meet objections if any are expressed. Listen carefully. Clarify and acknowledge what the employer says. Politely counter the objection with accurate information, and then check to see whether your explanation dispels the employer's doubts. *"Actually no paperwork is required to use our services. Does that make a difference to you?"*

Establish that your services are valuable. Try to arrange a face-to-face meeting if this would help you sell your services. *"So you may be putting on a second shift in a month or so? I think I can be of help when that happens. May I come by to get a good handle on what you do? Maybe I could talk with the shift foreman so I'll know exactly who you're looking for?"*

Although you call initially to identify needs and start a relationship, if there is an immediate opening, ask for the job order and detailed description of the ideal person to fill the position. Try to set realistic expectations. Close with a thank you and a time when you will get back with referrals.

### OR

If the employer isn't interested and doesn't want to continue, ask for a referral to someone who could use your services. Try to leave open the opportunity to call again later. *"Well, I'd be happy to check back after the holidays. In the meantime, would you know of someone who might be interested in our free placement services?"*

<b>YOUR MIND</b> <i>focused on the employer's needs</i>	<b>YOUR HAND</b> <i>ready to record all pertinent information</i>
	Record the name of the person you speak with. Or the name and number of a better contact, if you don't call the right person first.
Assess any comments, interest, or response.	
	Jot down possible motivations for using your services: economical, convenience, reliability, specialized training, possibility of an ongoing relationship.
Make connections between what the employer reveals and the services you can provide.	List employers' needs. Note challenges and difficulties. Listen and write, don't interrupt.
Try to identify the type of objection. It might not be exactly what is stated; for example, <i>"more trouble than it's worth"</i> may indicate the employer is concerned about the backgrounds of the job seekers.	
	Record the address and agreed-upon time. You don't want to have to call back for information and give the employer an excuse to cancel.
	Record information about the job, the ideal employee, and what you promised to do. Consider this the beginning of an ongoing relationship.
	<p style="text-align: center;"><b>OR</b></p> Record any referral for research and follow-up and then get on with dialing your next prioritized contact.





# *keep the* **DIALOGUE GOING**

**Dialogue Stopper:** *"We don't work with agencies."*

**Response:** *"Thank you for your candor. Many companies tell me the same thing, but after they meet with me they find our organization to be very helpful. There is no charge for my services. Let's meet for 20 minutes to talk."*

**Dialogue Stopper:** *"Last time we used an agency like yours, the applicants weren't at all what we needed."*

**Response:** *"Tell me about that. That's just the type of information I need to hear so I can do a better job for you."*

**Dialogue Stopper:** *"Can you guarantee that your people will show up for an interview?"*

**Response:** *"No, but I can guarantee that I'll work as hard as possible to get you the right people and make the process work for you."*

**Dialogue Stopper:** *"We're not hiring."*

**Response:** *"Actually, I'm not calling to see if you are hiring. I'm calling to ask for a 20-minute meeting. I'd like to tell you about our services so you'll know about us for your future needs."*

### **KEEP IN MIND**

If you are calling a large employer and told they are not hiring, you're probably not getting the whole story. Sometimes it takes a year to place people in large companies, but when you do, you might be able to place large numbers. Think ahead and keep that dialogue going!



## *steps for* **HANDLING OBJECTIONS**

- 1** Listen carefully. Don't interrupt and don't challenge. Acknowledge the objection and the employer's point of view.

You can say:

*"Well, I know the two of us have discussed how parents are bound to miss work because of sick kids. However, if you hire our people and anyone is absent more than the norm, you can call me. We have help for working moms."*

- 2** Ask an open-ended question to clarify.

You can say:

*"Can you tell me more about why you feel that way?"*

- 3** Ask the employer to look at the situation from another perspective and offer an advantage that outweighs the objection.

You can say:

*"I'm sure your HR department does a great job advertising your positions, but you can reach a pool of job-ready applicants with just one phone call to me."*

- 4** Check to see if you have successfully countered the objection:

You can say:

*"Does this make sense in your situation?"*



# *determining* **NEEDS,** *offering* **SERVICES**



### ASK THE EMPLOYER QUESTIONS THAT GET AT HIS OR HER NEEDS

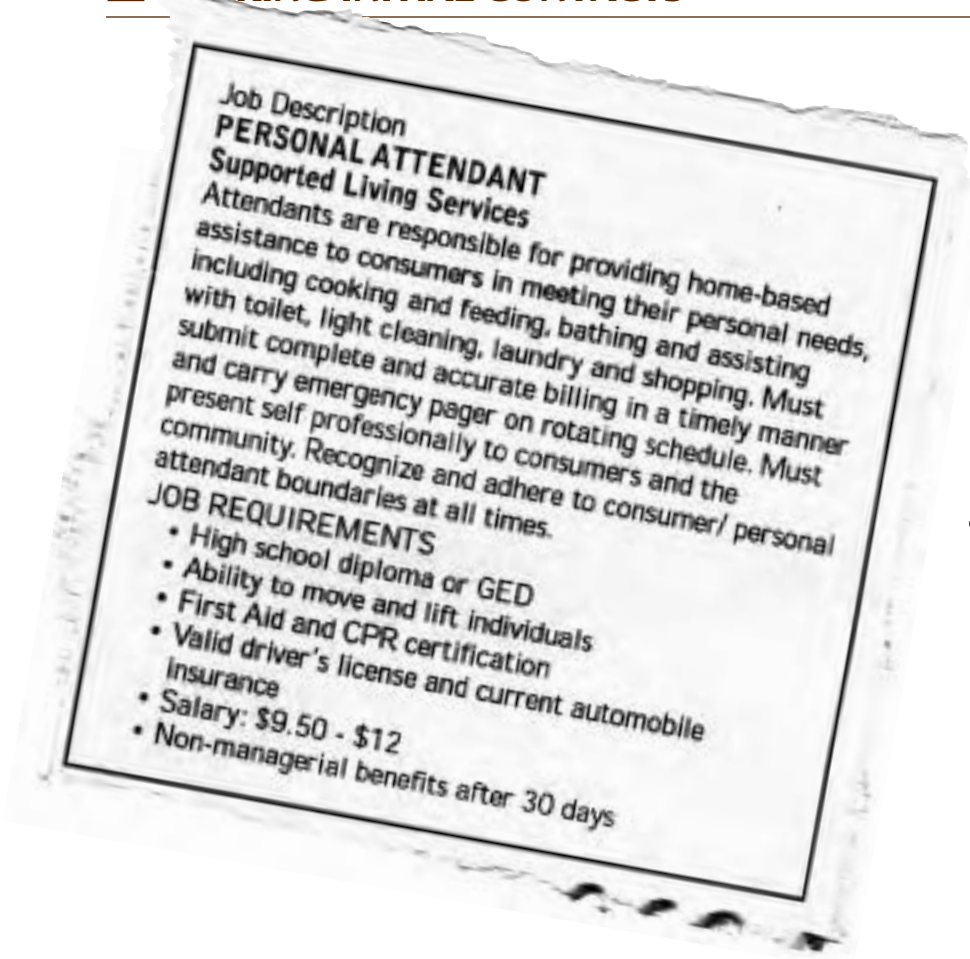
*“How does your company recruit?”*

*“What’s most difficult about hiring for your entry-level positions?”*

*“Is your company having a high level of turnover in your hourly wage jobs?”*

*“What are the most common reasons for terminating employees?”*

AS YOU LISTEN, ASK YOURSELF	THEN SAY SOMETHING LIKE THIS
<p>How can my organization fit in? How can I make the current process work better for this employer?</p>	<p><i>“We’d like to be one of those employment agencies that send you referrals. Our service may, in fact, be better for you because it is free and our referrals are prescreened to meet your specific requirements.”</i></p> <p>OR</p> <p><i>“Having current employees refer others is obviously a good way to recruit people who can work well together. I’d be sending you team players too—they’ve demonstrated that during their training.”</i></p>
<p>How can I make this easier for this employer?</p>	<p><i>“I’d like to talk with your shift managers and get a good idea about who they want to hire. That way when I send people, you’ll know they’re a good match.”</i></p>
<p>How can I help solve the problem?</p>	<p><i>“As you know, people are more likely to stay when they know what they are doing and feel good about it. One strategy we’ve found effective is to offer a workshop to managers on communication style. Is that something that might interest you?”</i></p>
<p>How can I set reasonable expectations while assuring the employer I can help?</p>	<p><i>“Well, I can’t guarantee that my referrals won’t slip up now and again, just as you’ve described other employees doing. But my folks have been consistently on time during training and they’re ready to work. However, if you have a problem with someone I send, call me and I can help work it out.”</i></p>



## getting the SPECIFICS

A job description—like the one at left—offers only a small part of what a job developer must know in order to send the right person. When you talk to an employer about a job description, ask for details that reveal not only the employer's needs, but their preferences. The list below should give you an idea of the kinds of questions to ask an employer once you have a specific job description.

### Questions to ask about this job description

- What type of person does not work out well? What is the biggest problem you've had with people in this position? Who don't you want to hire?
- Your job description doesn't mention specific experience. What sort of background are you looking for?
- Your description mentions "presenting oneself professionally." How would you describe "professional" as it relates to this position?
- How soon do you need to hire? Could you tell me about the interview and hiring process? How can I help this go smoothly for you as you consider my referrals?

# EMPLOYER CONTACT RECORD

Most job developers create their own systems for recording information about employers. Here's an example.

## TS Recyclers

**contact** Tony Ossi, owner  
**work** (618) 999-9999  
**mobile** (618) 000-0000

**work** tsrecyclers@ts.com

**home page** none

**work** 000 SE Round Road  
 Tuit, IL 55555

**Note:** Description: small business, city contract, recyclers of metal/glass, hires drivers, loaders, separators  
 Wages/Benefits: \$8.50 start, health after 3 mos  
 Placements: Cal Washington, Terry Melton, Denise Abruzzi, Manni Gupta  
 1/5: referred by M. Henry at JobNet/spoke with Mary, Tony's mom, Tony in Fla/might be hiring in Feb  
 1/28: Tony "doesn't like gov. programs" but will consider "hard to find drivers who can drive older trucks"  
 1/30: sent Washington, Melton, Abruzzi: hired on spot, Melton, PT as backup  
 1/31: follow-up/all working  
 2/6: "going fine"  
 3/1: Melton quit/wants full-time/sent Gupta  
 3/2: follow-up Gupta/T. likes/will decide next week

# *checklist for a* **SITE VISIT**

### PREPARATION

- Know how you will pitch your services to the employer.
- Be prepared to obtain job orders and the promise of interviews while on-site.
- Have business cards and printed information about your organization.

### TRANSPORTATION

For a first-time visit, use the type of transportation employees are likely to use so you get a feel for what it takes to get to the workplace. If you take public transportation, pick up a schedule for your referrals.

- Public transportation? Type? Convenient for your job seekers?
- Car? Parking? Car pooling?
- Employer support? Subsidized tickets? Shuttle?

### LOCATION

Walk around the neighborhood. Note other companies you could contact.

- Industrial? Residential? Mixed use?
- Isolated? Easily reached?
- Services nearby, such as cafes, laundries, grocery stores, day care centers?

### WORKING CONDITIONS

Make certain you know what the industry norms are.

- Safe?
- Clean? Well-lighted?
- Posted rules and regulations?
- Drug free?
- Employee Assistance Program?

### JOBS

Although you may be targeting one type of job, see what others are available for future referrals and promotion opportunities.

- Entry-level? Skilled? Support positions such as clerical or maintenance?
- Do the job requirements reflect what people actually do?
- Is there orientation and training for new employees?
- Outsourced parts or functions? (You could consider contacting employers who are providing materials.)

### WORKFORCE

Observe the types of people the employer has hired.

- Gender?
- Age?
- Race?
- Attire?
- Ethnicity?
- Are people working alone or in teams?

### MANAGEMENT

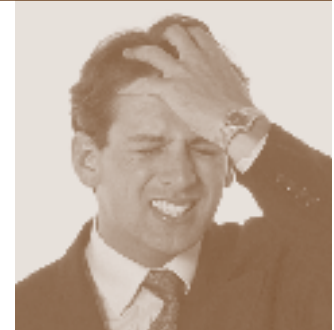
Although you might initially contact human resources personnel, if possible, find out who makes the hiring decisions and try to meet these people.

- Who are the managers?
- Management style? Interaction with employees?

### WORK CULTURE

If possible, observe the workforce on break or interacting outside of their work activity.

- Atmosphere: Friendly? Tense? Busy? Relaxed?
- Who talks with whom? Who takes breaks together?
- Conversation topics?
- What's on the bulletin boards? On the employees' desktops or in their work spaces?



## *COMMON* **MISTAKES**

- Making your pitch to the wrong person in the company.
- Talking about what your organization does for the job seeker, instead of what you do for the employer.
- Giving a generic or “slick” presentation, not specifically reflecting the employer’s needs.
- Assuming you know what the employer wants. Not clarifying with employers generalized job descriptions, such as “a good worker” or “someone with a professional attitude.”
- Not taking the time to visit a work site if a visit could help make better referrals.
- Failing to record a job order and any other relevant information about the job because you think you’ll remember.
- Overstating what you can do.
- Bad-mouthing your competition.
- Taking rejection personally.

# *about* YOUR PERFORMANCE

**THE BIG QUESTION:**  
Are your preparation and pitch effective?

### QUESTIONS TO ASK YOURSELF

When contacting new employers, do you:

- ▶ Choose **correctly/incorrectly** companies offering jobs appropriate for your job seekers?
- ▶ Talk to the **right/wrong** person in those companies?
- ▶ Call employers at the **right/wrong** time of day/week/month?
- ▶ Sound **confident/a little shaky** when you pitch your services?
- ▶ **Succeed/fail** in engaging the employer's interest during the first 15 seconds of your pitch?
- ▶ Emphasize **the employers' needs/job seekers' situation** when talking with employers?
- ▶ **Answer/flub your answers** to the employer's questions about your job seekers/services?
- ▶ **Handle/fail to handle** employer objections to doing business with your organization?
- ▶ **Ask questions about employer needs/tell them about yours?**
- ▶ What actions will you take to correct any deficiencies?

## Chapter 3

# DEVELOPING THE EMPLOYER RELATIONSHIP

### ABOUT THE RELATIONSHIP

Job developers want something from employers. They are not dialing the phone or pounding the pavement to increase their social circle or number of friends. They are doing it to develop consumers for their organization's products and services. They are cultivating employers they can count on to interview their referrals first and to hire them regularly. Job developers develop relationships in order to develop jobs.

Good relationships with employers do not spring magically from a single phone call, site visit, or inspired referral. They are the result of ongoing, conscientious nurturing. Developers work constantly to keep their connections viable and their organizations "visible." They call to follow up on hires or inquire about future needs. They read publications, talk with their colleagues, and synthesize information with their employers in mind. Some provide materials, tools, or training for improving employers' profitability. They hold events for employers to learn about their services, meet job seekers, and network with other members of the business community. Their actions are aimed at convincing employers that they

are available at all times and have the employers' best interests in mind. Although relationships with employers are professional ones, successful job developers get to know their employers as individuals with unique needs, preferences, and ways of conducting business. They treat employers respectfully by not betraying their confidence or wasting their time. They build relationships on trust, bit by bit, from telephone calls returned, honest descriptions of applicants, expert counsel, and fulfillment of the employers' needs. These relationships can pay off—in job placements, job retention, and even advancement for job seekers.

### INCLUDED IN THIS CHAPTER

Another True Story

Advice on the Personal  
Developing and Maintaining  
the Relationship

Planning for an Employer Event

Hooks and Reasons

Common Mistakes

About Your Performance



### 3 DEVELOPING THE EMPLOYER RELATIONSHIP

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**E**very year in a small, rural community in Texas, the local Chamber of Commerce hosts a business exposition. This event gives job developers and employers the chance to catch up with one another, learn about job openings and industry trends, and welcome newcomers to the community.

A few years ago, one of the job developers from the Employment and Training Center noticed a new employer at the exposition. This employer was walking from booth to booth, chatting with sales representatives and business owners, and jotting down notes. When the employer

reached the job developer's booth, the job developer introduced herself and offered the employer a coffee mug with the organization's logo printed on it.

They chatted for a few minutes about the exposition, and the employer told the job developer that he was visiting from Africa and that his mission was to assess the town as a location for his start-up company. His company, he explained, manufactured composite parts for airplanes.

Eager to bring new work opportunities to the community, the job developer told the employer about her agency, which referred qualified employees to companies such as his. The job developer added that she would be happy to help orient the employer to the local business community and serve as a sounding board for his start-up plans. The employer thanked the job developer and told her that he would call her within the week to ask a few questions about the overall climate of the labor market and the needs of the business community.

Over the next two months, the job developer received several calls from the employer. In addition to answering questions about the local labor market, she also talked with him about ways to create competitive employee benefit packages, and she helped him weigh the pros and cons of developing on-site day care as an incentive for single working mothers. By the third phone call, the job developer was thrilled to hear that the employer had made

definitive plans to move his company to the small town.

Soon the employer called the job developer with the news that he was ready to begin hiring. Immediately, the job developer called another aircraft manufacturing plant within 30 miles of her town to ask if they knew of any workers looking for jobs. The director of human resources informed her that because the plant was relocating to another state it was about to lay off all of its production workers. The job developer, who had placed many of the employees in the plant, agreed to attend the staff meeting in which the layoff would be announced.

The job developer brought job applications from the new start-up company to that staff meeting. After the layoff was announced, every one of the employees stood in line to fill out an application. By the end of the next week, the new employer had interviewed all of the applicants. By the end of the month, he had hired all the employees from the old plant.

Two years later, the new business was thriving. Ninety percent of the original employees were still employed there. Occasionally, the employer has transitional hiring needs, and he still makes only one phone call to meet these needs. He calls that job developer.

Dear Sister Sage,  
 As a job developer I have been advised to develop personal relationships with employers. This has me mystified as I thought keeping a professional distance was important. What are your thoughts on this delicate subject?  
 Signed, Confused

## advice on the PERSONAL

*"It is important to allow that hiring authority to get to know you as a person."*

—Kris Bernadot

**Dear Confused,**

Delicate subject? Lighten up and use your common sense. We're not talking about an intimate relationship here. We are talking about an ongoing, mutually beneficial association, the outcome of which is job placements for you and employees for the employers.

Okay, okay, Sister is going to admit that this relationship is much like other, ah, er, more personal ones. Let's face it, you and the employers are human. You both want to do your business with people you trust and respect, people who won't let you down, people who call when they say they are going to. Building this trust, Confused, is going to require you to reveal a little of yourself as a person and not just as a slicko job developer out to make a placement or two.

Now listen to Sister, because here's how it's done. You don't go pouring out your own life story during your first contact with employers. Oh no! First you listen intently for whatever personal information they are willing to share. For example, frustrations with the hiring process. Or the fact that they must come in early every Monday morning.

Their dependence on an assistant. Their vacation plans. Their retirement plans. Then when the time is right, you let the employers know that you empathize, for example, with their lack of family time because you have a family, too. (That's right, Confused, you're going to "fess up" to having a family.) And then you are going to talk extreme sports or pond gardening or merengue or luxury travel or high cholesterol levels, if these are of common interest between you and the employer. You're going to celebrate when employers receive promotions and commiserate when their companies lose a contract. Eventually you and your employers are going to care about one another's lives and careers. You are going to send them just the employees they need because you know not only all about their business but also about the employers themselves. You're going to make those placements, Confused, because those employers know and trust you, too.

*Yours truly, Sister Sage*

### 3 DEVELOPING THE EMPLOYER RELATIONSHIP

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## *developing & maintaining* **THE RELATIONSHIP**

■ Get to know the employer members of your organization's board of directors or advisory boards. Contact them for advice and guidance. Help your organization keep them informed about your successes and issues regarding the employer community, job development, and placement.

■ Solicit employer input into training. Ask employers for examples of teamwork, customer service and problem-solving techniques specific to their companies and industries to use in classrooms and workshops.

■ Involve employers in your organization. Invite them to give presentations, conduct mock interviews, host field trips, mentor participants, join your advisory board, provide press quotes, and speak on your behalf at business events.

■ Provide useful information, tools, and training for the employers. For example, offer a workshop on retention strategies both to current employers and those with whom you hope to develop a relationship.

■ Show your appreciation in larger ways. Organize an annual event, such as an "appreciation breakfast" for employers who have hired referrals. Give awards to those who hire on a continuing basis. Facilitate media coverage that spotlights employers.

■ Remind employers about your organization with calendars, memo pads, or pens with your name printed on them.

■ Make it your business to know what's going on in the employer's business. Show sincere interest. Ask questions about impending decisions, future plans, and what affects the industry.

■ Remember and respond both to ongoing and cyclical needs of your employers. Depending on the industry and jobs targeted, make a point of checking with roofing and construction companies in the spring, retailers before holidays, and food processors during harvest times to make certain their labor needs are met.



Consider yourself the employer's partner,  
not a supplicant for jobs.

■ Offer the use of your facilities and resources to employers. For example, provide space for employers to conduct job interviews with your job seekers and with other applicants.

■ Make connections that show the employers that you are interested in their success. Actively seek and share information that can affect the employer's business, such as new government regulations, policies, and incentives. For example, inquire how a new interchange, street closure, or bad weather near a major supplier might affect their business. Find out how specific deregulation, new competitors, mergers, or Internet commerce will impact their company. Ask or suggest what your organization can do to supply employees who could meet changing needs.

■ Get to know employers personally. If an employer mentions that she is leaving work early for a daughter's soccer game, remember to ask about the outcome next time you call.

■ Show your appreciation in small ways. Follow up hires with a thank-you note or a phone call.

■ Identify challenges facing your employers and then be a part of the solution.

*"It's important to develop an 'authentic' relationship, not just one where the employer answers the phone and puts on that public relations voice when you tell him who you are. Of course, you learn all about their needs, but they also understand what your program is trying to accomplish."*

—Tanya Mead

## PLANNING *for an employer event*

June						
S	M	T	W	T	F	S
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July						
S	M	T	W	T	F	S
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29	30	31				

August						
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

### SEVERAL MONTHS PRIOR TO THE EVENT

- Identify the purpose**  
Inaugurating a new or reorganized agency? Showing off a new facility or services? Introducing a new crop of job-ready job seekers? Recognizing or appreciating employers?
- Decide on the type of event**  
Casual? Formal? Drop-in? Sit-down? Program? Entertainment? A coffee? Breakfast? Luncheon? Dinner? Buffet? Banquet?
- Schedule the event**  
Date? Time?
- Develop the employer guest list**  
New employers? Loyal employers? Backsliders? Managers? Human resources? Business owners? Small employers? Large employers? Employers from related industries?
- Decide who else to invite**  
All staff members? Only job developers? Organization administrators? Boards of directors? Advisory committee members? Job seekers? Successful placements? Special guests? Government officials? Politicians? Other workforce specialists? Celebrities?
- Begin advance preparations**  
Schedule location. Schedule any guest speakers or entertainment.

### ONE MONTH PRIOR

- Invite employers and other guests**  
Mail invitations with RSVP requested.
- Prepare job seekers**  
Describe event, employer guests, and opportunity for networking. Involve them in planning, if appropriate.
- Make advance preparations**  
Verify location, guest speakers, and/or entertainment. Arrange for decorations, podiums, tables, or other necessary furnishings. Arrange for favors, food, and beverages. Troubleshoot problems. Devise back-up plans for anything affecting the event, including weather.

September

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

October

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

WEEK OF THE EVENT

- Remind employers**  
Call employers and other guests.
- Remind job seekers**  
Call or have trainers remind job seekers. Suggest ways to network with employer guests, if appropriate. Role-play meeting employers, if necessary.
- Make final preparations**  
Re-verify location, speakers, and/or entertainment. Check on decorations, furnishings, favors, food, and beverages. Troubleshoot problems. Institute back-up plans, if necessary.

KEEP IN MIND

Don't underestimate the time and effort it takes to pull off a successful employer event. Hold the event only for a well-defined reason—and then get as much mileage from it as possible.

THE EVENT

- Make certain that employers learn about your organization and its services**  
Describe your services and training. Provide printed materials. Arrange callbacks and visits, if appropriate. Network, network, network.
- Facilitate employer networking with the job seekers and other guests**  
Introduce job seekers to potential employers, if appropriate. Introduce employers to other guests who have similar interests or who can offer services or expertise.
- Make certain employers enjoy themselves.**

AFTER THE EVENT

- Debrief staff...**  
*...about the event itself.* What went right? What went wrong? Is it worth repeating? What should be done differently next time? Record impressions to reference when planning future events.  
*...about employers and potential placement opportunities.* Who said what about what? Who and what need to be pursued by whom?
- Talk to the job seekers**  
Which employers did they meet? Who are they interested in? Who expressed interest in them? What do they need from you in order to facilitate referrals or placements as a result of their meeting employers?
- Follow up with employers**  
Make calls or visits discussed during event. Provide information promised. Follow up on specific job seekers, if appropriate. Call all employers who attended to thank them for coming. And call those who failed to show to invite them to visit the facility or to offer information they missed.

## 3 DEVELOPING THE EMPLOYER RELATIONSHIP

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*"I 'nurture' a good company. I give it my personal attention."*  
—Jessica Pole

### **HOOKS & REASONS**

**No current job openings? Call or visit anyway.**

**Build that relationship by:**

- ▼ Following up on a hire.
- ▼ Explaining a new service offered by your organization.
- ▼ Inquiring about future needs.
- ▼ Previewing a new group of job seekers.
- ▼ Congratulating the employer on a business or personal success.
- ▼ Informing the employer about a new rule, regulation, or government policy that could affect her company, hiring practices, or labor force.
- ▼ Providing information or resources intended to improve the profitability of the employer's business.
- ▼ Suggesting a new idea for an ongoing concern.



# *COMMON* **MISTAKES**

- Thinking of yourself as begging for jobs, not as offering valuable services to employers.
- Failing to invest in a relationship with a current employer in favor of contacting new employers, working with job seekers, or doing paperwork.
- Focusing on relationships that produce few results for the amount of time and resources you expend.
- Crossing professional boundaries in an attempt to be friendly and personal.
- Continually calling employers who have said they're not interested.
- Failing to pick up the phone and talk to employers when candidates don't work out or new employees leave or get fired.
- Not empathizing with employers.
- Complaining about anything to employers.



## *about*

# YOUR PERFORMANCE

### THE BIG QUESTION:

Are you actively developing ongoing, trusting relationships with employers?

#### QUESTIONS FOR MONITORING YOUR PERFORMANCE

Which of your employer relationships could be described in the following ways?

##### ▶ POTENTIAL RELATIONSHIP

- Knows who you are
- Understands your services
- Seems interested
- Gives job orders
- Interviews your referrals
- Amenable to interview follow-up

##### ▶ BUSINESS RELATIONSHIP

- Hires your referrals
- Accepts your follow-up after the hire
- Uses your services other than placement
- Tolerates occasional unsatisfactory hire
- Gives input into your organization's training and other services

##### ▶ TRUSTING RELATIONSHIP

- Counts on you for referrals
- Hires on your recommendation
- Lets you know when there is a problem and works with you to fix it
- Recommends you and your organization to others

##### ▶ ADVOCATE RELATIONSHIP

- Actively participates in your program by giving presentations, conducting mock interviews, mentoring, hosting participant site visits, etc.
- Gives input into your training and other services
- Participates on your Advisory Board
- Provides quotes for the press
- Speaks and networks with other businesses on your behalf
- Received honors at your awards ceremony

#### QUESTIONS FOR SETTING YOUR GOALS

- ▶ Which employer relationships are weak/strong?
- ▶ On which relationships should you expend your time and energy?
- ▶ What actions should you take to develop better relationships?

## **ABOUT NETWORKING**

Successful job developers are the ultimate networkers. They see potential in every acquaintance and contact. Colleagues. Spouse's colleagues. The clerk at the convenience store. The presenter at the Chamber meeting. The telephone solicitor. New employer in town. New employer's plant manager. New employer's plant manager's secretary. Government officials. Guys that mow the lawn. Visitors to the chat room. Church choir members. Woman on the next barstool. Politicians. From the mayor to the kid next door, any one of them could be an employer, know an employer, need a job, or know who's quitting, moving, hiring, expanding, or laying off. Anyone could provide a lead, an introduction, or an "in." Anyone could need the job developers' services. Networking means making a conscious effort to meet people, use them as resources, and allow them to use you.

Networking is an art and most successful job developers are naturally gifted. They listen for opportunities to provide information and services to others. They have a wide range of contacts and sincerely enjoy connecting

with people and connecting people with one another. They are attentive and intuitive about what others need. (Perhaps the name of a good mechanic who just happens to be an employer who hired a job seeker?) And they are not shy about sharing information about their jobs or their own needs. They do not make promises they cannot keep. "I'll get back to you on Monday" means just that.

The best job developers never forget a face, a name, or a personal detail that make their contacts feel valued. Those with lesser memories keep notes.

## **INCLUDED IN THIS CHAPTER**

Think Like a Networker

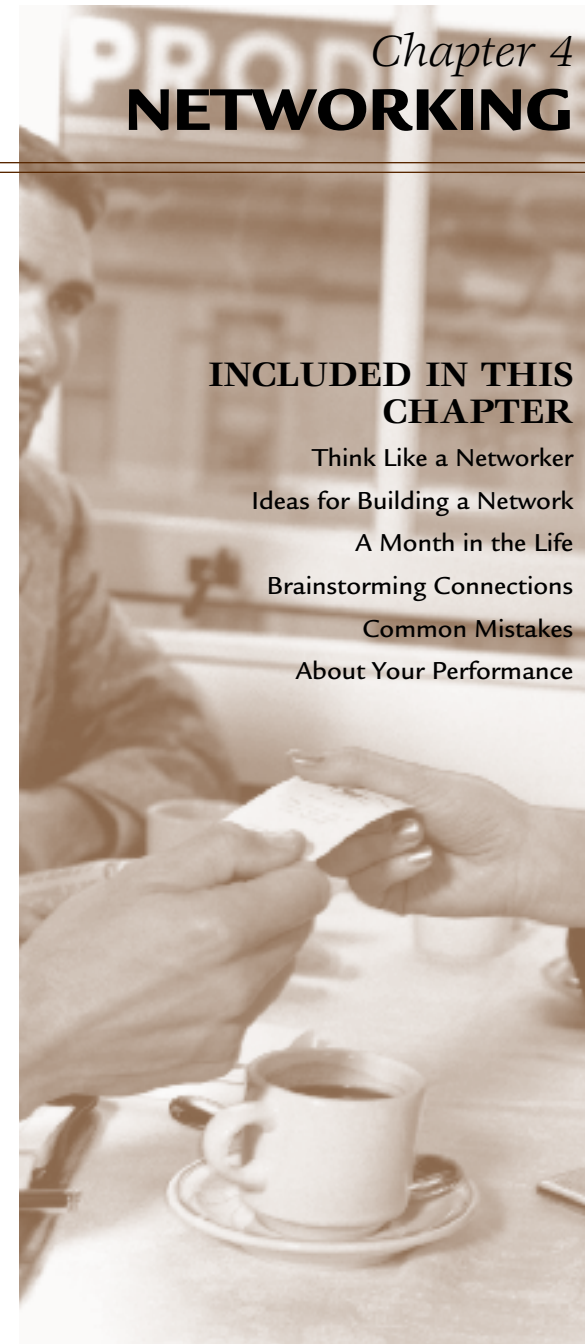
Ideas for Building a Network

A Month in the Life

Brainstorming Connections

Common Mistakes

About Your Performance



*think like*

### **A NETWORKER**

Any time you meet someone new, consider how that person might provide jobs, leads, or any assistance.

Hi! I'm Elaine Burton.  
I own Suburban  
Equipment Rental.

Hmmmm... all those weekend do-it-yourselfers asking how to run the equipment that they're renting. She might just have a position for Paul.

Wasn't there a rental company that went out of business over in Springtown? I bet her company picked up a lot of that business... Maybe she's expanding...

I wonder if they do their own lawn mower repairs and need my small engine guys?

Backhoes... hmm. Wasn't Larry over at Meadow Landscapers trying to rent a backhoe for that golf course job? I'll suggest Suburban to him.

Elaine might be a good speaker for the *Be a Wage Earner, Act Like an Entrepreneur* workshop...

I bet she doesn't rent computer equipment. That could be something she might think about...





Set goals for meeting people each week.  **Attend events where employers**

**are likely to be present.**  Join organizations and volunteer for committees likely

to put you in closer contact with employers, people involved in economic planning,

and other workforce development professionals.  **Welcome newcomers in the**

**business community.**  Get to know people in the media industry—at the


newspapers, TV stations, and those working freelance.  Listen to anyone

who will tell you about their company, career, or job; tell them about yours.

 **Keep an open mind about whom you can be useful to and who can be**

**useful to you.**  Acquire information with the intent of sharing with someone in

your network who can profit from it.  **Check in with members of your network on a**

**regular basis.**  Let others know about your successes.

# *ideas for* **BUILDING A NETWORK**

*"In a rural area, you must  
get involved in the community.  
You get to know people that way  
and they get to know you.  
That includes the employers."  
—Gloria Day*

*a MONTH  
in the life*

	SUNDAY	MONDAY	TUESDAY
	<p><b>1</b> Family picnic/cousin Dave mentioned his employer Metal Masters is hiring/got HR name and #</p>	<p><b>2</b> Called Metal Master/used Dave's name/got job order/called to thank Dave/he wants to borrow the pick-up</p>	<p><b>3</b> Site visit, Boxer, Inc. moving downstate, called Salem to alert Sherri Chan /Chamber lunch, met Gary Papas, new head of Ec Emp Zone</p>
	<p><b>8</b> Read Sunday paper/new employer Breakless Joints hiring, Martin Gomez in HR sounds familiar</p>	<p><b>9</b> Appt. w/Gomez Wednesday, he was at Alpha/called Patchworks, their warehouse vacant end of month/called Custom Sculpture about warehouse space</p>	<p><b>10</b> Follow up Metal Master interviews /2 hired, 2 on hold (decision Fri), 1 failed test, 1 a no-show/Muffler Man needs spot welder, told Sam</p>
	<p><b>15</b></p>	<p><b>16</b> Referral from Sam to replace no-show at Metal Master/told Shawn in our PR about Shout About's brochure offer</p>	<p><b>17</b> Met 16 new grads finishing training at end of mo., 8 women, called Margo for employer names</p>
	<p><b>22</b> Lots of fiberglass positions in paper/will check for possible skill match with our people</p>	<p><b>23</b> Holiday, thank God!</p>	<p><b>24</b> Kent said new grads' salaries on target/will check on skill standards for fiberglass, wants invitation to the employer breakfast</p>
	<p><b>29</b></p>	<p><b>30</b> Sherri Chan has appt. with Boxer, said she owes me!</p>	

WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
<p><b>4</b> Sam can't place his welders, called Ted at Welders' Supply, BW's buying for shipyard contract, may be hiring/called Papas, appt. next month</p>	<p><b>5</b> BW hiring, Sam grateful, called to thank Ted for info/ Sherri Chan called, wants names at Boxer</p>	<p><b>6</b> Referred 6 to Metal Masters for Tues interviews/after work drink with Tony, he said Patchworks is laying off</p>	<p><b>7</b> Cousin Dave returned pickup with punctured muffler</p>
<p><b>11</b> Gomez hiring for all 3 shifts in late Nov, said Alpha sending work out of country so he quit, supposed to call back at end of month</p>	<p><b>12</b> Career Day at MLK, talked fabricating/met Tradeswomen Pres. Margo Smith, will network about employers hiring women</p>	<p><b>13</b> Metal Masters hired additional 2/Voc Ed aide at MLK wants to get back in private sector, sent him info to update license</p>	<p><b>14</b> Volunteered at Neighbor Clean Day/coordinator works for ad agency, Shout About/might do brochure for us gratis</p>
<p><b>18</b> Gave Shawn names of employers for breakfast event including Gomez/ another placement at Metal Masters</p>	<p><b>19</b> Reviewed resumes of new referrals/salary expectations high/checked with Kent at Employment Division</p>	<p><b>20</b> Muffler Man hired Sam's spot welder</p>	<p><b>21</b> Drove up to Reef Bay, new construction all the way/ some metal roofs/took contractors' names from signs</p>
<p><b>25</b> Call back from two aluminum companies, both interested in new grads/had Shawn invite Kent to breakfast, said Shout About Ads will do brochure</p>	<p><b>26</b> Custom Sculpture wants warehouse and name of electrical contractor, asked Mary Alice at Hire A Pro, got 3 names/one hire as shipyard welder on temp</p>	<p><b>27</b> Called metal roofers/all at job sites/Kent called with info on fiberglass, few crossover skills/said Reef Bay is union /called Helen at Union Hall</p>	<p><b>28</b></p>

## *brainstorming* **CONNECTIONS**

Think about your needs and list your contacts. Use your lists as quick references when needs arise. Fill in gaps in your lists through targeted networking.

### CONTACTS

#### **RESOURCES FOR NEW EMPLOYER CONTACTS**

- Janet F., Chair of Chamber's Outreach Committee
- L. Bossano, Inland Banking, Business Services Dept
- Bette, Relocater Associates
- 
- 
- 

### CONTACTS

#### **SOURCES OF INFORMATION ON TARGETED INDUSTRIES**

- Bob at Computer Parkways R&D
- Dwayne, SW One-Stop, Technical Training
- C. Tong, NW One-Stop, Computer Training
- 
- 
- 

### CONTACTS

#### **THOSE IN THE KNOW ABOUT IMPENDING CHANGE**

- Patricia, HR, Techno/Tech
- Wygate, Planar Screens
- 
- 
- 
- 

### CONTACTS

#### **LEADS FOR INCREASED OPPORTUNITIES FOR JOB SEEKERS**

- Terri at L.S. Community College
- Osway Assante, Dept. of Labor, Boise Office
- 
- 
- 
- 

### CONTACTS

#### **MEDIA CONTACTS**

- Boyd, freelancer, has connections with *Business Weekly*
- Kathy, KBIZ
- 
- 
- 
- 

### CONTACTS

#### **HELP WITH SPECIAL PLACEMENTS**

- Mike, Goodwill Industries
- Guy LaPierre, Working Mentors
- 
- 
- 
-



## *COMMON* **MISTAKES**

- Overlooking any opportunity for meeting new people.
- Disregarding as valuable contacts those who are not employers or workforce specialists.
- Being overly aggressive about asking for help, referrals, introductions, or advice from others. Being stingy with your own time and energy.
- Being dishonest about what you can deliver. Not keeping your promises.



## *about* **YOUR PERFORMANCE**

### **THE BIG QUESTION:**

Are you building a network that will help you do your job?

### **QUESTIONS FOR MONITORING YOUR PERFORMANCE**

Last month, how many:

- ▶ Business cards did you give out?
- ▶ Events/meetings did you attend where you met employers?
- ▶ Opportunities did you take to tell someone about your organization?
- ▶ Targeted contacts did you make (for example, contacts who can help you place your hard-to-place job seekers, contacts in a particular industry, people who can introduce you to someone you really need to know)?
- ▶ Favors did you do for someone from whom you may need help in the future?
- ▶ Times did you get your organization mentioned on agendas or in the media?

### **QUESTIONS FOR SETTING YOUR GOALS**

- ▶ For next month, how many activities similar to those above do you plan to do?



*Chapter 5*  
**LEARNING ABOUT  
THE JOB SEEKER**

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## **ABOUT THE JOB SEEKER**

Some job developers do it all: career counseling, pre-employment training, screening, employer contact, placement, and follow-up. From the beginning, they work directly with job seekers and, depending on their agency's mission and their personal style, develop close relationships. In other programs, job developers contact employers, meet job seekers briefly, and make referrals. And in a few organizations, their responsibility is to contact employers after which other staff members take the job orders and do the matching and placing. Any variation on job development requires learning about those seeking the jobs.

Often job developers rely on others to know when job seekers are trained and work-ready, but they are fools if they do not satisfy themselves on this account. Ongoing relationships with employers—and their professional reputations—depend on referring only those who are capable, motivated, and right for the job. Most job developers screen job seekers before sending them to employers. They verify their work histories and skills and learn about their career goals. They appraise the job seekers' personalities, preferences, and ambitions in terms of what employers want and can offer employees. Although they advocate for the job seekers with employers, they also offer realistic feedback on job expectations, career paths, interviews, and job offers. The actions of job developers are calculated to help build job search skills and to encourage self-reliance, while making the best possible matches for both the employers and the job seekers.

## **INCLUDED IN THIS CHAPTER**

Value-Added Interviews  
Below the Surface, Beyond the Obvious  
The Job Developer's Checklist  
for Job Readiness  
Encouraging Self-Reliance  
Common Mistakes  
About Your Performance



### *value-added* **INTERVIEWS**

Most job developers personally interview the job seekers to gain information about their skills, attributes, personality and barriers, and, most important, to determine whether they are the person the employer wants to hire. In addition, carefully planned questions can allow the job seekers to experience and prepare for the type of interview an employer might conduct.

**INTERVIEW** in the same way that employers will. Ask the same questions, create the same atmosphere, and assume the same interviewing style.

**example**

*“Sit down. Tell me up front why you’re interested in the job. You realize, don’t you, that we are a small, family-owned company and that this is an entry-level position with little opportunity for advancement?”*

**value**

Offers the job seeker practice for the real thing and gives you the opportunity to assess personality and compatibility with specific employers.

**INTERVIEW** by asking open-ended questions and then probing for details.

**example**

*“Tell me about yourself.”*

**value**

Provides you with information on motivation, personality, and preference. Offers practice in answering the types of questions employers are likely to ask.

**INTERVIEW** with specific workplaces, employers, and positions in mind.

**example**

*“I’ve talked with several employers on the far east side who have positions that could match your job preferences. That would be quite a commute for you. What are your thoughts on that?”*

**value**

Allows you to assess expectations.

*“I find out most of what I want to know by asking the person to tell me about themselves.”*  
—Jessica Pole

**INTERVIEW** by asking questions that job seekers might answer inappropriately.

**example**

*“Why did you leave your last job? How would you describe your last supervisor?”*

**value**

If necessary, allows you to offer corrective feedback and alternative phrasing.

**INTERVIEW** by giving the job seeker a reason not to want the job.

**example**

*“You realize, don’t you, that for 80 percent of your day you’ll be out in the yard in all types of weather, while most of the other employees are inside at workstations?”*

**value**

Allows the job seeker to affirm their commitment to the job.

**INTERVIEW** by describing situations specific to job sites and asking how the job seeker would handle these.

**example**

*“If you see that your manager has not ordered enough materials to finish a job and meet production goals, what would you do?”*

**value**

Prepares job seekers for interviews during which they are asked to describe actions that they have taken, or would take, in specific situations. Allows you to assess their problem-solving abilities.

**INTERVIEW** by referring to the job seeker’s resume and addressing lack of work experience, if required.

**example**

*“Your resume doesn’t mention any work experience, but it does mention that you work on cars. Could you tell me what tools you’ve used and whether you are familiar with electric motors?”*

**value**

Allows you to evaluate the resume in relation to specific jobs and demonstrates to the job seeker the value of an inclusive, well-constructed, targeted resume. If the job seeker has little or no work experience, you can prompt him on how to expand on skills and hobbies.



### *below the* **SURFACE,** *beyond the* **OBVIOUS**

The successful job developer knows much more than the job seeker's work history and skill set. The successful job developer understands each job seeker's likes and dislikes, career goals, attitudes and personality, attributes, and limitations. To make effective placements, the job developer must learn who each job seeker is, what he or she is looking for, and what he or she can offer.

### WHEN LEARNING ABOUT THE JOB SEEKER

#### **Rely on your intuition.**

Always, always rely upon your gut feeling about the job seeker.

#### **Expect limits.**

Are there tasks the job seeker is not comfortable doing? Working overtime? Filling in for someone at the cash register? Writing? Tasks using mathematics or the computer?

#### **Determine specifically what the job seeker wants.**

"I'll take anything" is not an acceptable answer. "I want a job close to home that starts early so I can be home when my youngest gets out of school" is acceptable. Whether you can develop such a job is another issue.

#### **Learn about personal obstacles.**

What personal issue might interfere with a successful work performance? Does a child require special attention or monitoring? Does the husband resent a working wife? Is a parent elderly or ill?

#### **Assess critical thinking and problem-solving skills.**

Pose workplace scenarios. "What will you do if your son is sick on the day of a big meeting?"

#### **Get at feelings.**

How would the job seeker feel about reporting to a boss younger than himself? How would he feel about being the only Hispanic in the office?

#### **Inquire about activities outside of work.**

As an insight into additional skills and preferences, learn how the job seeker spends her spare time. What's a typical weekend? Where does she go on vacation? What are her hobbies?

#### **Determine the truth.**

Ask specific questions to learn about the job seeker's work history; find out the real reasons behind resignations and terminations. Ask for honest explanations about why the job seeker accepts or declines your referrals.

#### **Practice "tough love."**

Take displays of irresponsibility seriously. "Why would I send you to a job when you're 15 minutes late to see me?"

#### **Show you care.**

Respect the job seeker as an individual, not just a potential placement. Start each visit with a friendly, non-work inquiry. Offer support when the job seeker tries something new. Show you care by calling or sending a birthday card. Follow up, not only because it's your job, but also because you want to know the person is happy, satisfied, and successful.

# *the job developer's* **CHECKLIST** *for job readiness*

## THE JOB SEEKER:

- Arrives punctually for interviews and follow-up appointments with you
- Has a resume appropriate for targeted job and industry
- Reacts positively to both reinforcement and critical feedback from you
- Is dressed appropriately—or is willing to compromise on clothing, accessories, or grooming that might jeopardize being hired
- Can identify problems that would affect attendance and describe how these will be solved without missing work
- Has reliable child care, transportation, and other key resources
- Projects confidence in skills and ability to obtain employment and do the job
- Is enthusiastic about getting the job—even more enthusiastic than you are about making the placement
- Takes an active part in the job search

### KEEP IN MIND

- You are the last stop for the job seeker on the way to the job.
- You represent the employer's interest as well as the job seeker's.
- You must trust those in your organization to refer only qualified, job-ready, motivated individuals to you for placement, but you should reassure yourself that this is so.



### *encouraging* **SELF- RELIANCE**

*“Our participants develop the contents of their resume themselves. That way, they are preparing to talk about themselves during their interviews.”*

—Clay Howell

#### **KEEP IN MIND**

You may need to place someone more than once, but you *are not* someone’s lifetime job developer. Help job seekers develop their own job-seeking skills.

**Expect the job seeker to be a full participant in his or her job search.**

*“Which employers have you contacted this week?”*

**Facilitate referrals, but don’t do for the job seekers what they can do for themselves.**

*“You need to fax your resume to the HR department immediately. Here’s the number. You can use the machine in the outer office.”*

**Reinforce what the job seeker has learned in training.**

*“How do you know when the interview is complete? What’s the last thing you do before leaving?”*

**Encourage the job seeker to do additional research on the employer.**

*“I’ve told you what I know about the job, but you should take a look at the description for crystal cutter in the **Dictionary of Occupational Titles** and then check out the Internet for clean-room practices.”*

**Explain how you developed the job as a model for the job seeker’s own efforts.**

*“This employer did not advertise the job, and it is not someone I usually refer people to. I called him because you told me that you wanted to work close to home and because you have had some dispatching experience. I researched the company so I would know more about what they do and then I called to see if there were job openings. I think you will get this job, but if you need to, you can do exactly what I did to help find other possibilities for yourself.”*

**Don’t allow the job seeker to expect to be handed a job.**

*“This employer gives serious consideration to the people I send over; however, it’s up to you to convince her that you can do the job and that you want to work for her.”*

**Build the job seeker’s confidence.**

*“If you interview as well with employers as you have with me, you’ll have no problem landing the job you want.”*



## *common* **MISTAKES**

- Assuming that what you consider a good or appropriate job is the same as what the job seeker considers good or appropriate.
- Believing that you must help job seekers solve all of their problems before they can be placed in a job.
- Completing job-related tasks for the job seekers rather than encouraging the job seekers to do so themselves.
- Being overly empathetic or too firm with job seekers, for example, accepting too many excuses for missed appointments or not accepting any at all.
- Sending job seekers on interviews because it will be a good experience for them even though you know they are unlikely to be hired.
- Having unrealistic expectations of job seekers. Expecting all your referrals to show up for the interview, be hired, and become exemplary employees. They won't.



# *about* **YOUR PERFORMANCE**

### **THE BIG QUESTION:**

Do you understand individual job seekers in ways that allow you to place them in the right jobs?

### **QUESTIONS FOR MONITORING YOUR PERFORMANCE**

For each of your unplaced job seekers, do you know:

- ▶ What is motivating this person to seek employment?
- ▶ How this person feels about the process of becoming employed?
- ▶ What makes this person smile? Happy? Sad? Upset?
- ▶ What are this person's hidden strengths? Unforeseen weaknesses?
- ▶ What job would provide personal satisfaction to this person? (What characteristics should his employer have? What should his job site look like? Who are his coworkers?)
- ▶ Does this person have the supports necessary to minimize any barriers to stable employment? Does he or she have backup to this support?
- ▶ What is most likely to cause this person to accept a job? To stick with a job? To quit a job? To get fired? To advance to a better job?
- ▶ What single, sincere personal comment could you make that would encourage this person?

### **QUESTIONS FOR SETTING YOUR GOALS**

- ▶ Who will you be placing next month? Replacing? Helping advance?
- ▶ What is your plan for helping each of these people? What is your backup plan?

## Chapter 6

# MAKING THE MATCH

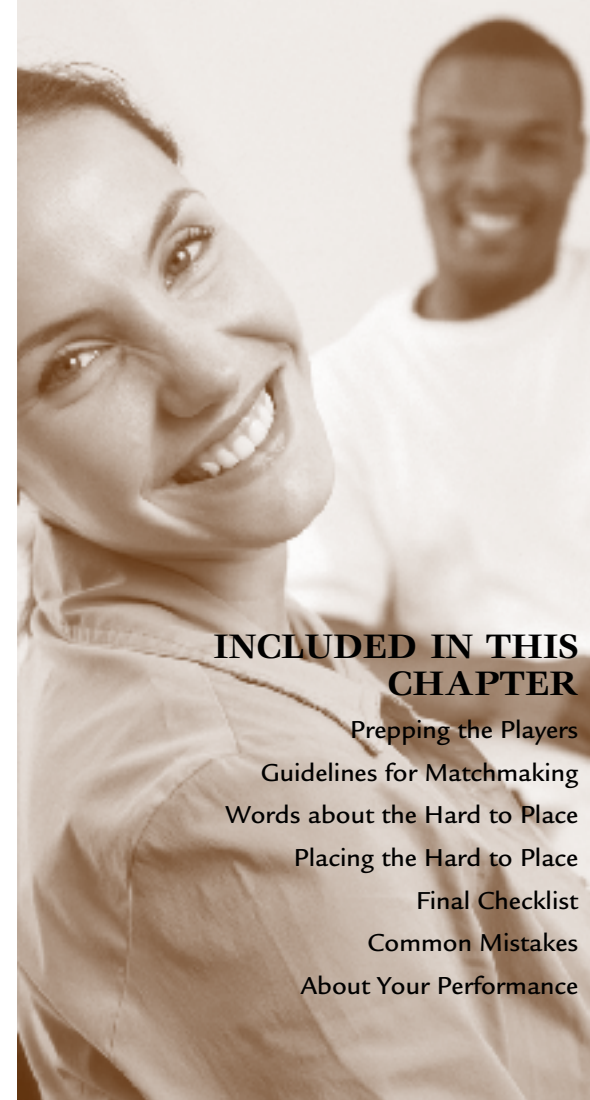
### ABOUT THE MATCH

For job developers, making a good match means sending the right person to the right job. To do this requires a clear understanding of the employer's needs and the job seeker's skills. In addition, it requires a shrewd assessment of personalities, motivations, and the unspoken interests and desires of both parties. To become successful job developers, beginners must master the mechanics of matching skills to job requirements and, equally important, develop the art of recognizing what will make an employer and a job seeker "click."

Matching job seekers with employers is much like arranging a blind date between two willing, but cautious, people. Job developers start by providing information about the employer and the job to the job seeker and then about the job seeker to the employer. They speak positively about both but are careful not to misrepresent either. In fact, job developers should take special care to be honest about skill deficits, spotty work histories, or unsavory backgrounds when these are a concern for the employer. If they are placing the "hard to place," job developers may need to be especially

persuasive. In order to convince reluctant employers that these job seekers will be an asset to their company, job developers might offer incentives to hire and will certainly assure employers of immediate and ongoing support should problems occur.

Of course, it is shortsighted to send someone who is underqualified or inappropriate, especially with the fervent hope of making one more placement during a slow month. On the other hand, job developers and employers can grow old waiting for the perfect candidate for some jobs. Prudent job developers carefully gauge the risk of a less than spot-on match. Some employers have remarkably long memories about poor employees hired on a job developer's say-so. Others are more realistic, especially about people they can expect to hire for less desirable jobs. A strong, trusting relationship developed through pragmatism, honesty, and quick action when problems occur is the best insurance for weathering an occasional mismatch.



### INCLUDED IN THIS CHAPTER

Prepping the Players

Guidelines for Matchmaking

Words about the Hard to Place

Placing the Hard to Place

Final Checklist

Common Mistakes

About Your Performance



### PREPPING *the players*

#### Tell the employer about the job seeker's:

**Skills, experience, and training in terms of the specific job.**

*“She has excellent people skills, and she has completed our basic computer training, which includes using a database. She’s familiar with medical terminology through our courses, and we’ve had her help our receptionist schedule appointments so she has some experience with that.”*

**Ability to meet specific requirements.**

*“She lives just off a bus line that’s a straight shot to the clinic. She’ll have no problem being there at 7:30 a.m.”*

**Strengths and attributes.**

*“It’s my impression that she is detail oriented. I’ve noticed that she always takes notes and double checks any information I give her.”*

**Positive impression on others.**

*“Our trainer here said that she is a quick learner and a joy to work with. She always comes in with a smile.”*

**Anything that might be an unwelcome surprise, and how this is compensated for.**

*“English is not her first language, but she’s so empathetic with others that a few lapses in grammar shouldn’t cause a problem.”*

*“Be positive. Be truthful. Be realistic.”*

—Consensus of Experienced Job Developers

## Tell the job seeker about:

### **Job requirements and qualifications.**

*“The job requires you to answer the phone, greet patients, and schedule their follow-up appointments using the computer.”*

### **Information about the job that is not in the job description.**

*“The employer is very concerned that they hire a person who can work well with both the staff and the patients. She mentioned that the last person did not work out because the patients thought he was unfriendly.”*

### **Your personal impression of the employer.**

*“I’ve talked only briefly with the person who would be your direct supervisor if you are hired. She seems friendly enough, maybe a little on the serious side.”*

### **Your personal impression of the workplace if you have visited.**

*“The clinic is brand new. You’d share a large desk with another worker just off the lobby. About 10 support staff work in the building, and there’s a nice break room.”*

### **What she can expect if hired.**

*“You’d be in training the first week on the job, which means that you would observe the other receptionist, and then he will watch and give feedback on how you make appointments and handle the patients.”*

### **Application and interviewing procedures, including when and how to get there.**

*“Your interview is scheduled for Friday morning at 10 a.m. with Ms. Hollister. You’ll need to give her this referral card. She told me that she is planning to interview six people and might have her supervisor interview the top two candidates. She wants to make a decision as soon as possible, but she wants to hire the right person.”*

### **Your insights on interviewing with the particular employer.**

*“Many of the patients you will be dealing with are elderly, so you might expect a question about how well you work with older people.”*

# *guidelines for* MATCHMAKING

If you have doubts about the job seeker's motivation, skills, or ability for a job...  
**...then DON'T send him or her. Even if he or she is your only possible referral, don't send that person.**

If this is your first referral to a highly desirable employer with the potential to hire many job seekers from your agency...  
**...then send your very best applicant.**

If the job seeker has targeted a specific employer, but needs help getting in...  
**...then hop on it immediately because you have a motivated person and a perfect first line: *"I have a person who wants to work for your company."***

If you know the employer's "buttons" (and you should)...  
**...then don't send someone who will push them.**

If the employer has expressed specific expectations...  
**...then send someone who will fulfill them.**

If the employer has a sense of humor...  
**...then send someone who laughs at jokes.**

If the job seeker lacks requisite skills, but intuition tells you that she would fit in...  
**...then call the employer, be truthful about the deficiency, and describe in detail why you think she will make a good employee.**

### KEEP IN MIND

- Compatibility is as important as skills.
- You are only as good as your last referral.
- Don't risk sending anyone you are unsure about.

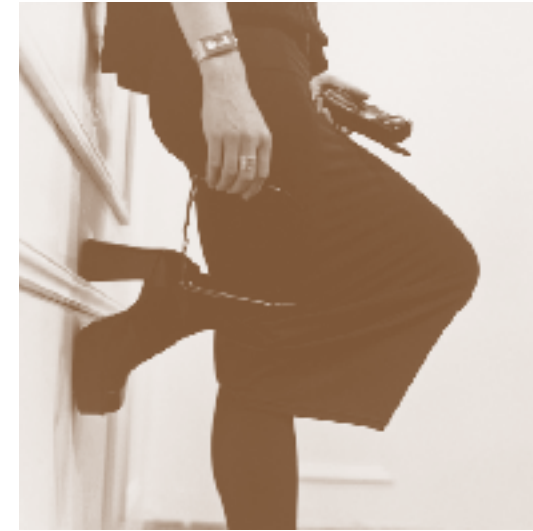
*"If you consider the job seeker 'hard to place', placement will become impossible."*  
 —Former Job Developer

Being hard to place is relative. A job developer placing youthful offenders might consider adults with disabilities a harder sell to employers. A job developer placing ex-drug-users might consider non-native English speakers more difficult to place.

■  
 It's not the person that employers don't want, but the problems accompanying that person.

■  
 There is an employer who wants to hire the job seeker. Your task is to identify that employer.

■  
 Once you have identified the right employer, add value to the person by offering incentives and service, including ongoing support if needed.



*words about the*  
**HARD TO PLACE**

**KEEP IN MIND**

Hard-to-Place Person + Right Employer + Appropriate Incentive = Successful Placement

# *placing the* **HARD TO PLACE**

**Discuss the barrier in neutral or positive terms.**

*“Okay, I already described to you the qualifications of the two people I have in mind, so let’s talk about their backgrounds. The younger man made a mistake and he’s paid for it. He’s told me that he’s learned his lesson. I believe him. Ask him about his goals when you interview him. He’ll tell you. He’ll talk to you about what he wants to accomplish in life.”*

**Be truthful about the job seeker. Assure the employer that you understand their reservations and concerns.**

*“I understand perfectly why you are concerned about hiring non-English speakers.”*

**Use logic to meet objections. Don’t try to appeal to the employer’s sympathy or social conscience.**

*“I’m sure you get a lot of responses from your newspaper ad, but who is responding to your ad? Here I am telling you up front about their backgrounds. The woman at the newspaper taking your ad won’t work with you like I do. She’s not going to tell you that she’s sending people with a history of substance abuse, because she doesn’t know who she’s sending. I do.”*

**Reassure the employer throughout.**

*“Yes, that’s right. If you do decide to hire my referrals, and you have any concern, you just pick up the phone and call me.”*

**“Sell” service that you can control, instead of job seekers whom you cannot.**

*“I’m also assuring you that the program has worked with people with a history of mental illness and that we will continue to work with them after you hire them. If you have any concerns, all you have to do is call me and I’ll come right over. Think about it. Who are you going to call at the newspaper if you have a problem with someone who answered an ad?”*



**Emphasize the positive.**

*“These women are long-term welfare recipients, but with the training they’ve had and the child care benefits we provide, I doubt you will be able to tell them apart from your other employees. In fact, you’ll find that the people I send you are eager to get out and get a job. They want a chance to bring home a paycheck.”*

**Be specific about the job seeker and why he or she is the right person for the job.**

*“The other guy? Yes, he’s been convicted more than once, but he’s older. He’s tired of that kind of life. You’ll see that. All he wants now is to get a job, make some money legally and start living. He’s at the point where he wants to settle down. He’s a quiet kind of man, and he not only has the skills you are asking for, but if you put him on the folding machine, he’ll be right where he wants to be for a good long time.”*

**Respond immediately. Reinforce the**

**employer’s decision to hire. Project confidence in a positive outcome. Make a promise that you will fulfill and close that deal.**

*“Right. I’ll fax their completed applications as soon as I hang up. I know you are going to be pleased when you interview them. I’ll call to find out if you have any other concerns. Whatever it takes, I’m here to make it happen.”*

**KEEP IN MIND**

You may be limited in what you can legally reveal about a job seeker’s background. Some agencies require job seekers to sign a waiver that allows job developers to discuss personal or professional history. Make certain your agency will not be held liable for what you say.



# *final* **CHECKLIST**

### **Give the employer:**

- The names of those being referred
- Your phone number and email address in case of changes or problems
- Your assurance that you will call after the interview

### **Make sure the job seeker:**

- Takes your business card or referral slip to the employer
- Knows when to leave in order to arrive at the interview on time
- Knows how to get to the interview location
- Takes a resume customized for the job, if appropriate
- Takes pertinent documents such as a driver's license, birth certificate or social security card
- Will call or return to your office immediately after the interview



## *COMMON* **MISTAKES**

- Withholding relevant information from the employer about the job seeker or from the job seeker about the job.
- Sending someone, not because she is qualified and right for the position, but because she is the only person you have to send.
- Sending a job seeker who has the required skills but is not the type of person the employer wants to hire.
- Making questionable referrals in an effort to meet placement goals.

# *about* **YOUR PERFORMANCE**

**THE BIG QUESTION:**  
Are you making matches that lead to placements?

### QUESTIONS FOR MONITORING YOUR PERFORMANCE

- ▶ What do your successful matches have in common?
- ▶ What do your failed matches have in common?
- ▶ How often do job seekers say, “You found me the perfect job”?
- ▶ How often do employers say, “Send me someone just like the person you sent last time”?
- ▶ What percentage of your matches result in interviews? In placements? How does this compare with matches made by successful job developers in your organization?

### QUESTIONS FOR SETTING YOUR GOALS

- ▶ Based on your answers to the questions above, what actions will you take to improve your “matches-to-placement” rate?

## **ABOUT CLOSING**

The deal is closed when the job seeker becomes the employer's employee.

Some deals close themselves. Job developers send the right person, the employer recognizes the person as right, the person wants the job and goes to work. No persuasion needed. No negotiations. No incentives. Little discussion. No salesmanship required from the job developer.

Some deals are impossible to complete. Maybe the job seeker was not, after all, a good fit. Perhaps filling the position has become low priority with the employer. An effective job developer recognizes this. However, if the employer shows herself to be untrustworthy or discriminatory, if the potential outcome is a single hire, and if the time and effort required to bring it off are unreasonable, abandoning the deal—and possibly the employer—could be the best decision.

Many deals require facilitation. Job developers may need to reassure hesitant employers that they are making the right decision. They may need to acknowledge the job seeker's shortcomings, put these in perspective for the employers, and convince them to hire anyway. They may need to offer incentives—tax credits, if these are available through their organization, or customized training or help with human resources issues—along with renewing their promises of ongoing support. But when job developers know that their matches are good ones, they are proactive, persistent, and thorough in persuading employers to hire. And when the employer signals that they are ready, successful job developers know immediately how to close the deal.

### **INCLUDED IN THIS CHAPTER**

Opening Moves

Checklist: Following Up on the Interview

Preparing For Problems, Taking Action

After the Interview: When the Employer Says...

Addressing Issues: Race, Gender, Age

A Checklist for Knowing When to Let Go

Common Mistakes

About Your Performance

## OPENING *moves*

1

Focus on getting your referrals hired, not just getting them interviewed.

2

Follow up with the employer soon after the interview. Assume the employer has had a positive impression of your referral.

3

Begin advocating for your referral immediately during follow-up by reinforcing his strong points.

Listen for cues to reservations about your referral. Clarify objections, and then meet them with information that will reassure.

4

Be honest about your referral's shortcomings—but be positive. Let the employer know why you think he is right for the job.

Reinforce any positive feedback from the employer about your referral and encourage an immediate hire.

5

6

Have a fellow job developer, your manager, or even another employer talk with the employer if they can get your referral hired faster than you can.

Don't close the deal if you discover that you've sent the wrong person for the job or that you've sent a great candidate to a bad job. Don't close the deal when your intuition tells you the match won't work.

7

8

9

Don't assume the deal is closed until the new employee has completed a day on the job.

---

**KEEP IN MIND** Convince employers that your referrals and services offer a solution to their problems—and you've got a deal.

## *checklist:* **FOLLOWING UP** *on the interview*

### **With the Job Seeker**

- Have the job seeker call you or come to your office as soon as the interview is over.
- Get the job seeker's impression of how the interview went and what the outcome is or will be.
- Ask about specific interview questions.
- Ask about feedback, issues, or concerns raised by the employer.
- Find out if the job seeker has issues or concerns about the job.
- Discuss pros and cons of accepting the job if it is offered.
- Offer support and encouragement for decisions about the job or continuing the job search.

### **With the Employer**

- Call as soon as the interviewing is over for the day.
- Ask whether your referral will be offered the job.
- Find out when a decision will be made and what will affect the decision if the employer hasn't decided.
- Encourage the employer to give an honest impression of your referral.
- Respond positively to feedback; mention any strengths that the job seeker may have omitted or undersold during the interview.
- Urge the employer to offer the job if the applicant is suitable and if you know that the job seeker, after the interview, wants the job.
- Find out specifically why the referral will not be offered the job if the employer has decided not to hire him or her.

# *preparing for* **PROBLEMS,** *taking* **ACTION**

PROBLEMS	PREPARING FOR THEM UP FRONT
Job seeker didn't show for interview.	Before sending anyone, ask the employer whether applicants sometimes fail to show. If this has happened, you might say, "I think you will have much better luck with my referrals, but if someone doesn't show, let me know right away."
Job seeker was not a skill or personality match.	When discussing the position, probe for details. Ask the employer why employees have quit or been let go. If personality has been an issue, ask to visit and talk with the supervisor or coworkers to get a good idea of who would fit in. Assure employers that you will not waste their time by sending the wrong person, but discuss the fact that not every applicant will be the perfect match.
Job seeker was offered the job, but didn't take it.	When arranging to send applicants, say something like, " <i>The people I'm sending have all indicated that they are interested in working for your company, but as you know, the applicant has the final word on accepting a position. I will make certain they get back to you as soon as possible when you offer them the job.</i> "

## ACTIONS

Apologize and tell the employer you will get back to her. If she says she is no longer interested in your referrals, remind her that applicants from other sources sometimes don't show, but you are going to follow up. If the job seeker had a legitimate excuse, let the employer know and try to reschedule. Or arrange to send someone else as soon as possible.

Stay engaged. Ask about specific deficiencies. If the employer was not complete enough when describing the job, ask for additional details. Ask the employer to describe those who have not worked out before. If possible, refer someone with the right skills. Tell the employer if you have no one appropriate, but keep the door open by saying that you will check back when you have the right person or when other jobs become available.

Don't avoid talking with the employer. Let her know that you thought it was a good match too, and you understand her frustration. Ask the job seeker why he didn't take the job. Offer feedback to the employer, if appropriate. Remind the employer that it's the applicant who makes the decision about taking a job. If you have other people whom she interviewed, ask her about hiring them. Or offer to send someone similar to the job seeker she wanted to hire.

## KEEP IN MIND

All is not lost when matches go awry:

- Listen carefully
- Apologize sincerely
- Offer a workable solution



# AFTER THE INTERVIEW: *when the employer says...*



***“Call me next week.” Or “I need some time to think about this.”***

**THE MESSAGE** It's a brush-off. You won't get a job order this time.

**YOUR ACTION** Try to keep the door open by scheduling a time to call back.



***“That has not been my experience with your type of program.”***

**THE MESSAGE** Indicates skepticism, lack of trust.

**YOUR ACTION** You need to provide evidence for your claims. Try offering information that addresses the employer's concerns: a testimonial by a satisfied employer, a list of references or data supporting retention.

**YOUR ACTION** See *Steps for Handling Objections* in Chapter 2.



***“Your people are welcome to come in and fill out an application.”***

**THE MESSAGE** This is not a deal! Anyone can come in and fill out an application.

**YOUR ACTION** Point out again that your job seekers are qualified and prescreened and that the employer will save time by hiring them.



***“I’m doing more interviews... talking to a few more applicants.”***

**THE MESSAGE** Your referral will not get the job.

**YOUR ACTION** Probe to discover why and then determine whether there is something you can do to turn it around. Ask to refer another job seeker, if appropriate.



***“How do we begin?” OR “What do I need to do?” OR “How does this work?”***

**THE MESSAGE** Indicates willingness to do business with you.

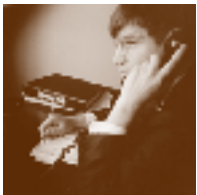
**YOUR ACTION** Don’t miss the cue. Move on it! Summarize briefly what you have discussed and then get a guarantee that your job seeker will get the position.



***“Want to have him come back in?” OR “I’d like to have our manager talk to him.”***

**THE MESSAGE** Your referral is being seriously considered and may get the job.

**YOUR ACTION** Ask whether there is anything more you can do to ensure the hire.



***“I was really pleased with the last guy you sent.” OR “Got any more like Stuart?”***

**THE MESSAGE** You’ve got an ongoing relationship with this employer.

**YOUR ACTION** Send someone like Stuart.

# *addressing issues:* **RACE, GENDER, AGE**

Some employers may discriminate against job seekers because of their race, gender, sexual orientation, disability, religious affiliation, or age. Laws about discrimination on the basis of sexual orientation differ from place to place, but these other forms of discrimination are unlawful anywhere in the U.S. In addition, many

organizations and businesses have policies addressing fair practices for hiring and promoting their employees. Given population demographics and the positive outcomes from employing a diverse workforce, discrimination is bad business. And for job developers, ignoring it is both unethical and ineffective. Keep in mind:

### **Most employers want to do the right thing.**

Always try to be objective when there is the possibility of discrimination.

#### **ACTIONS**

Get the facts from both sides. If appropriate, consult with the employer about ways to handle the issue. Make a site visit to assess the situation. Listen to your intuition. If you're not comfortable with the employer, don't send your job seekers.

#### **AND YOU...**

Have you carefully considered all points of view?

### **It's important to validate the experiences of job seekers who are harassed or discriminated against.**

Common reactions of job seekers who suffer discrimination or harassment include fear of losing the job, shame, concerns about safety, embarrassment, silence, anger, and disillusionment.

#### **ACTIONS**

Debrief with the job seeker after an incident; encourage the job seeker to talk about the experience. Review the different ways to handle the situation. If it makes sense to confront the employer, help the job seeker prepare for the conversation. Keep lines of communication open with both parties.

#### **YOU...**

Do you wish it would just go away?

### **Racism, sexism, homophobia, ageism, religious intolerance, and disability bias can be difficult topics to talk about.**

Educate yourself so that you can educate others. Help job seekers communicate about these issues with sensitivity and greater understanding.

#### **ACTIONS**

Attend workshops to learn about different forms of workplace discrimination, to develop cultural awareness, to learn about the intricate relationship between race and class in our society, and to learn methods for dealing with your own issues regarding racism, sexism, or homophobia. Plan workshops for job seekers on topics such as diversity and workers' rights and responsibilities.

#### **HOW ABOUT YOU...**

Do you find it difficult to talk about discrimination? Attending workshops such as those mentioned above may help you feel more comfortable.

**Discrimination assumes many forms.**

Subtle behaviors or comments may veil prejudice or a bias or stereotype.

*"We want someone who fits in."*

*"We only hire people who don't have an attitude."*

*"Wearing a sari/dashiki/kaftan/kufie/indigenous clothing looks unprofessional."*

*"We do (or don't) need to increase our quota for minorities."*

*"I hire women for this job because they pay attention to details."*

**ACTIONS**

When you hear questionable comments, ask employers to clarify or explain. You may be mistaken about the intent or the employer might reexamine his thinking by hearing himself sound prejudiced. If you have noticed what could be a pattern of discrimination, ask in a nonthreatening manner why, for example, a referral was not hired or an employee not promoted. Know the policies of your agency regarding discrimination and harassment. Let employers know your agency's policies, and that you cannot work with employers who engage in unlawful discrimination.

**AND YOU...**

Do you overlook cues that employers discriminate? Do you secretly agree with statements that may lead to discrimination?

**Some people may claim they are being discriminated against as a way to avoid taking responsibility for unsatisfactory job performance.**

*"They didn't hire me because they're prejudiced."*

*"I saw the shop and I didn't see any African Americans. Not one."*

*"The interviewer didn't like me because I'm a woman, I'm gay, I'm..."*

**ACTIONS**

Assess the situation. Ask the job seeker specific questions about what he viewed as discriminatory: *"What exactly was said?" "What makes you think the interviewer is sexist?" "What is your definition of homophobia?"* Be candid when you feel job seekers are being unfair or overreacting. Get to know the job seekers. The better you know and trust each other, the more likely it is that job seekers will be honest about their own actions and feelings. Remember that you are not a legal expert. If the job seeker has legal questions, he or she should talk to an attorney.

**AND YOU...**

Because of your own experiences or beliefs, do you accept the job seeker's accusations without question? Or maybe you consider people who complain about unfair treatment malcontents and whiners? Try to assess the facts as best you can and remain neutral.

**Laws exist to protect job seekers from discrimination and harassment.**

Title VII, part of the Civil Rights Act of 1964, prevents employers from discriminating against a job seeker or employee "because of race, color, religion, sex or national origin." Many state and local laws go even further than Title VII and include sexual orientation or marital status. Other national and state laws prohibit discrimination based on disability and age.

**ACTIONS**

Learn the laws and the legal resources available to your job seekers. The information presented here is general; you or your job seeker should consult an attorney if you have ANY questions about employment discrimination. Keep phone numbers of the following agencies in an accessible place:

- Equal Employment Opportunity Commission: (800) 669-4000
- Americans with Disabilities Act Technical Assistance Center: (800) 949-4232
- Human Rights Commission in your state, county, or city

**AND YOU...**

Do you know about the laws but have resigned yourself that employers are going to discriminate anyway?

# *a* CHECKLIST for knowing WHEN TO LET GO

If you are having trouble getting an employer to hire your referrals, perhaps it's time to move on. Think seriously about letting go of the deal—or the employer—if these statements describe what is happening.

- ✗ The employer has weak excuses for not hiring your referrals.
- ✗ The employer avoids you and doesn't return your phone calls.
- ✗ The employer is disrespectful to you or your job seekers.
- ✗ Other job developers or employers tell you that you're being strung along.
- ✗ You've spent a generous amount of time on this deal or employer relationship with nothing to show for it.
- ✗ Your time could be better spent contacting new employers, maintaining more productive relationships, or making other deals.



## *COMMON* **MISTAKES**

- Treating the deal as a one-time occurrence instead of a step in building a trusting, ongoing relationship.
- Exerting undue pressure on an employer to hire your referral.
- Ignoring your intuition about a potentially bad placement.
- Pursuing a deal that's not going anywhere.
- Not following up because you don't want to hear about problems once the deal is closed.

## *about* **YOUR PERFORMANCE**

### **THE BIG QUESTION:**

Are you closing a sufficient number of deals to meet your placement goals?

### **QUESTIONS TO ASK YOURSELF**

If you failed to meet your goals:

- YES**    **NO** Do you have a clear understanding of what the organization offers, the type of job seeker it serves, and the employers it has targeted?
- YES**    **NO** Do you have a positive attitude and the right sales pitch?
- YES**    **NO** Are you contacting a sufficient number of employers to generate a sufficient number of job orders to meet your placement goals?
- YES**    **NO** Are you building trusting relationships with employers who hire your referrals on a regular basis?
- YES**    **NO** Do you know what makes a good match—and send only those right for the job?
- YES**    **NO** Can you persuade employers to hire your referral when you are certain the match is a good one?
- YES**    **NO** Do you have a backup plan when your referrals or placements don't work out?

### **For the questions to which you answered YES:**

How do you know you are right? Does your manager or an experienced job developer agree with your self-assessment?

### **For the questions to which you answered NO:**

What can you do to improve your performance?

## **ABOUT STICKING**

Six months. Nine months. A year or two. A job has “stuck” when the former job seeker stays with the same employer for a reasonable amount of time. In most agencies, job developers have the responsibility not only for placing job seekers in satisfying jobs but also for ensuring that they stay on the job.

Ensuring retention begins by sending the right person to the right job in the first place. It also requires conscientious follow-up after the hire and the ability to take action should problems occur. Job developers who have close relationships with employers are often the first to know about problems that can result in employees leaving or employers firing them. Although they may refer at-risk employees to other staff or agencies for help, job developers, using their knowledge of both the employer and employee, can serve as problem solvers and mediators. They can offer advice, smooth misunderstandings, and facilitate workable compromise. Indeed, job developers are often the first line of defense for salvaging employees' jobs and saving employers' hires.

Job developers often prefer other aspects of their jobs. Some think following up on a hire not only risks opening a Pandora's box of ugly problems, but is also less important than contacting employers and writing up new job orders. But there's a payoff for following up. By helping employees stick to their jobs, job developers can learn firsthand about working conditions, management styles, and what it takes to succeed with particular employers. They can advise their organization on training that produces employable people and improve their own ability to make excellent referrals. By helping employers keep their employees, they can build trusting relationships that lead to more and better placements—the job developer's *raison d'être*, their bread and butter.

## **INCLUDED IN THIS CHAPTER**

- Checklist for Ensuring Retention
- Following Up on a Hire
- Retention Strategies
- A Checklist for Tuning Up Retention
- Managing Retention Risks
- A Form for Following Up
- Common Mistakes
- About Your Performance





*checklist for*  
**ENSURING  
RETENTION**

- Identify for yourself those issues that most affect the job seeker's stable employment.
- Assure yourself that these issues have been addressed before you refer a job seeker to an employer.
- Place the job seeker in the right job with the right employer.
- Follow up on the interview with retention in mind and address issues before the job seeker starts the job.
- Get a commitment from the job seeker to stay on the job.
- Follow up soon after the hire to identify problems that might result in the employee quitting or being fired, and then offer solutions and support services that can help keep the employee on the job.
- Suggest strategies and policies to employers that will help them retain their employees.

## BEFORE THE JOB BEGINS

### With the New Hire

- ◆ Review the particulars of the job, making certain the employee understands the job responsibilities.
- ◆ Let the new employee know when, how, and at what intervals you will be following up on his or her progress.
- ◆ Secure a commitment to contact you or the appropriate staff member if problems arise before or between your follow-ups.

### With the Employer

- ◆ Thank the employer for hiring your referral.
- ◆ Ask for the best time to call again to check on the new employee's progress, preferably at the end of the first work week.
- ◆ Encourage the employer to call you if problems develop.

## AFTER THE JOB BEGINS

### With the New Employee

- ◆ Contact the employee at home, not at work or during lunch time.
- ◆ Ask how she is doing and whether there are problems.
- ◆ Discuss job duties, tasks, and employer expectations.
- ◆ Remind the employee that she can call you or other staff members and that you will be following up again.

### With the Employer

- ◆ Call the employer at the end of the first week at the pre-arranged time.
- ◆ Ask how the employee is performing and fitting in.
- ◆ Offer to counsel, mediate, or arrange additional services if there are problems.
- ◆ Tell the employer that you will be following up again. Ask when you should call.
- ◆ Encourage the employer to call with any concerns.
- ◆ Solicit feedback on your placement process and inquire about additional jobs, depending on the timing and outcome of the follow-up.



## FOLLOWING UP *on a hire*

### KEEP IN MIND

Instead of phoning, consider visiting the job site to reinforce your interest and concern.



# *retention* **STRATEGIES**

- Good retention results from good job placements. Work on making good matches taking into account location, environment, and the job seekers' preferences.
- Have your program require its job seekers to sign an agreement stating the minimum amount of time they will stay on the job and promising to contact a staff member immediately if they have problems or intend to quit.
- Don't pressure the job seeker into taking a job about which he or she has reservations. Allow the job seeker to think it over, discuss it with family or friends, and then call you back promptly.
- Help the job seeker think through any concerns about the job or the employer.
- Make the hire public. Announce it to staff and other job seekers. Knowing that others know about the job encourages the new employee to go the first day.
- Suggest to administrators that your program should offer incentives to new employees to stay on their jobs, perhaps a gift certificate to a restaurant or store. Or maybe send a congratulatory note not only for landing the job, but also for staying on for three months, six months, and a year.
- Encourage employers to welcome the new employee and provide an adequate orientation to the company, its policies and procedures, and their job duties and tasks.
- Publicly recognize the employer for retaining employees, perhaps at an employer awards event.
- Provide feedback to your organization about retention issues from the employer's point of view.

**DOES YOUR ORGANIZATION:**

- Have job retention as a priority and treat it as such?
- Have quantifiable retention goals?
- Receive funding based on retention?
- Address job retention during orientation for job seekers?
- Address job retention as part of assessment and career planning?
- Address job retention during skills training?
- Address tardiness, absences, and substandard performance during training and as issues that will affect job retention?
- Address barriers such as lack of child care, lack of transportation, or drug or alcohol dependency before placing the job seekers?
- Address barriers such as low self-esteem, fear of failure, and poor social skills?
- Provide support services after job seekers are hired, including monitoring for recurring barriers or new ones?
- Require job developers or other staff members to do follow-up aimed at helping employees keep their jobs?
- Provide incentives for job seekers to stay on the job?
- Provide incentives for job developers based on the number of their referrals who stay on the job?
- Provide incentives for employers to retain the job seekers?
- Develop a relationship with the job seeker?

**DO YOU:**

- Understand the time, effort, and expense employers expend to replace employees who quit or don't work out?
- Work under the assumption that retention is as important as placement?
- Refuse to place job seekers with barriers likely to cause them to perform poorly, quit, or be fired?
- Develop a trusting relationship with the job seeker?
- Develop relationships with employers who want to keep their employees?
- Follow up with the aim of keeping employees on the job?
- Examine failed placements for cues about how to make your placements more successful?
- Provide input to the organization on policies and training that help job seekers keep their jobs?



*a* **CHECKLIST**  
*for tuning up*  
**RETENTION**

# *managing* **RETENTION RISKS**

Ways to Detect a Risk	Warning Signs		What to Do	What Not to Do
<p><b>WHEN DISCUSSING THE JOB WITH THE EMPLOYER, ASK:</b></p> <p>When could the person expect a raise?</p> <p>Are there promotion possibilities?</p> <p>How long did the last person hold the position?</p> <p>Why did he or she quit?</p> <p>What is the turnover rate in the job?</p>	<p><b>IF THE EMPLOYER IS:</b></p> <p>Vague or negative about raises or promotions</p> <p>Secretive or blaming about former employees</p> <p>Unconcerned about a high turnover rate</p>	<p><b>YOU MIGHT:</b></p> <p>Explain that supporting retention is part of the service you provide and that you need information about raises and opportunities, even if it is not promising, in order to refer people who will take and stay on the job. If turnover is high, inquire in a discreet and sensitive way what the employer is doing to attract and retain good employees. Depending on the relationship, offer retention strategies that reflect your knowledge of the industry, job, and labor pool, for example, flexible hours, bonuses for completing a project on time, or personal leave days.</p>	<p><b>DON'T:</b></p> <p>Send people to employers who don't want to retain them.</p>	

Ways to Detect a Risk	Warning Signs	What to Do	What Not to Do
<p><b>AFTER THE INTERVIEW, ASK THE JOB SEEKER:</b></p> <p>Do you have any reservations about the job? Do you want this job?</p> <p>Do you think you can do it to the employer's satisfaction?</p> <p>What is your opinion of the workplace? And people who work there?</p> <p>Can you envision yourself working there? How do you feel about the wages and benefits?</p> <p>What types of changes would you need to make in your daily routine to take the job?</p> <p>Have you talked to family or friends about taking the job? What were their opinions?</p>	<p><b>IF THE JOB SEEKER IS:</b></p> <p>Unsure</p> <p>Hesitant</p> <p>Negative</p> <p>Anticipating unpleasant changes</p> <p>Discouraged by others from accepting the job</p>	<p><b>YOU MIGHT:</b></p> <p>Elicit specific reservations. Decide whether these are connected with this job or with working in general. If it is with working in general, the job seeker is not job ready and probably not placeable at this time.</p> <p>If the job seeker has concerns about the job or the workplace, help him frame appropriate questions and encourage him to clarify these with the employer. Or discuss these with the employer during your follow-up.</p> <p>If others are discouraging the job seeker, seek advice and help from a case manager or other staff members who are familiar with the job seeker. Be supportive.</p>	<p><b>DON'T:</b></p> <p>Encourage people to take a job unless they feel positive about the decision.</p>

# *managing* **RETENTION RISKS**

Ways to Detect a Risk	Warning Signs		What to Do	What Not to Do
<p><b>DURING A FOLLOW-UP SOON AFTER STARTING, ASK THE EMPLOYEE:</b></p> <p>How do you like the job?</p> <p>What do you like most about it? Least? How do you like your supervisor? Co-workers?</p> <p>Are you working the hours you expected to work? Was your paycheck what you expected?</p> <p>How are your child care/transportation arrangements working?</p> <p>What does your family think about the job? Has your job caused any problems at home?</p> <p>Did you make the right decision about taking the job?</p>	<p><b>IF THE NEW EMPLOYEE:</b></p> <p>Is negative, vague, or evasive</p> <p>Indicates that the job/hours/paycheck are not what they expected</p> <p>Is struggling with child care/transportation</p> <p>Is having family problems</p>	<p><b>YOU MIGHT:</b></p> <p>Get specifics about job dissatisfaction—then brainstorm with the employee about how to solve problems and approach the supervisor. For example, if the job is different from what he was led to believe, he might ask the supervisor if this is temporary and then make a decision about whether and how long to stay.</p> <p>If there is a paycheck problem, review the stub with the employee to see if she understands taxes and deductions. If it appears she is being paid less than agreed, encourage her to discuss this with the employer and get back to you. Based on the employer's explanation, decide if you should talk to the employer yourself.</p> <p>If child care/transportation arrangements are not working or if there are family problems, discuss options with the employee and refer him or her to those who can provide supportive services. Check back within a few days.</p> <p>If an employee plans to quit, explain that the first few weeks on the job are tough for everyone. Suggest setting a goal to stay until a certain day, perhaps three weeks away, and then reevaluate the decision. Check back periodically.</p>	<p><b>DON'T:</b></p> <p>Contact employees on their jobs; instead, arrange to meet away from the worksite or call them at home.</p> <p>Fail to clarify or address any warning signs that the employee is dissatisfied or considering quitting.</p> <p>Go to the employer without encouraging the employee to do so first or without a compelling reason to do so.</p> <p>Discuss anything with the employer that the employee has revealed, unless you get the employee's permission.</p>	

Ways to Detect a Risk	Warning Signs		What to Do	What Not to Do
<p><b>WHEN FOLLOWING UP WITH THE EMPLOYER SOON AFTER THE HIRE:</b></p> <p>Talk to the employee's direct supervisor. Ask questions similar to these:</p> <ul style="list-style-type: none"> <li>• How is the new employee doing?</li> <li>• Does the employee have the skills to do the job?</li> <li>• How well is she learning how to do the job? Is she following instructions?</li> <li>• Is his work up to your standards for someone on the job this amount of time?</li> <li>• Is she asking when she has questions? Does she need help with decisions?</li> <li>• Does he look for work when he has finished assignments?</li> <li>• Does he usually project an "I-want-to-be-here" attitude?</li> <li>• Does he respond appropriately to constructive criticism?</li> <li>• Does she seem to fit in with the other workers?</li> <li>• Has he been at work every day? On time?</li> </ul>	<p><b>IF THE EMPLOYER:</b></p> <p>Indicates that the employee has skill, attitude, or motivation deficiencies</p> <p>Has observed or been told about problems with others</p> <p>Reports absenteeism or tardiness not explained to the employer's satisfaction</p>	<p><b>YOU MIGHT:</b></p> <p>Clarify negative feedback. Get specific examples of deficiencies and employer's expectations. Ask what the employee must do to meet those standards. Find out if the employer has discussed the problems with the employee. If not, encourage him to do so. If appropriate, offer your insight on giving constructive criticism to the particular employee. Depending on the problem, its severity, and likely outcome, offer to intervene, mediate, or sit in on a meeting with the employee.</p> <p>If there is a problem with coworkers or misunderstandings about the work culture, ask for the employer's advice on how the new employee might better get along and then make these suggestions to the employee, perhaps without revealing the source.</p> <p>Even when the employer is satisfied with the explanation, if the employee has been absent or tardy, discuss the absence with the employee and determine whether it might signal a problem with child care, transportation, or other factors that need to be addressed.</p>	<p><b>DON'T:</b></p> <p>Discuss the employer's negative feedback with an employee in such a way as to cause him or her to lose confidence, especially if he or she was unaware of problems.</p> <p>Argue with the employers about their assessment of the employee.</p> <p>Advocate for the employee and fail to see problems from the employer's point of view or show concern for the employer's needs.</p>	



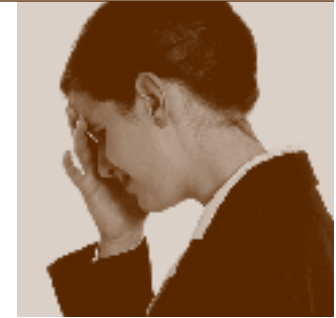
# *a form for* **FOLLOWING UP**

**EMPLOYEE NAME:** MARCUM GUIWITZ  
**Phone Number:** 999-9999 (call after 7pm)  
**Company:** Gobbler's (Flavel St. Store)  
**Position:** Kitchen Helper  
**Start Date:** 4/4/05

	Notes	Action Needed	Action Taken
First Day Follow-Up	Starting time chg, but it's okay. Boss okay	None	
First Week 4/15/05	Going okay. Likes Boss		
End of First Month 5/18/05	Eczema from detergent, Wants to do salads		
3 Month 7/15/05	Working grill line. 1.05 raise		
6 Month Date:			

**EMPLOYER NAME:** DJ BLAUM, MANAGER  
**Company:** Gobbler's (Flavel St. Store)  
**Phone Number:** 288-8888 (Don't call between 11-2:30 or 5-8:30)  
**Employee Name:** Marcum Guiwitz

	Notes	Action Needed	Action Taken
First Week Follow-Up 4/15/05	Hard worker, No probs	None	
End of First Month 5/20/05	Switching Mark to salad prep Needs new kitchen helper	updated job order	referred T Nguyen
3 month 7/12/05 7/15/05	on vacation promoted to grill line would consider for chef helper, but reading/math is "lousy"	have trainer talk to Mark about tutoring	
6 Month Date:			



## *COMMON* **MISTAKES**

- Placing job seekers who are not ready to work.
- Allowing job seekers to take jobs about which they have reservations.
- Not following up because you believe it's unnecessary or because it appears that the placement is working out well.
- Discovering problems but doing nothing about them in the hope they will solve themselves.
- Calling the employee at work to follow up.
- Calling the employer at an inconvenient time.
- Following up so often that it's perceived as pestering.

## *about*

# **YOUR PERFORMANCE**

### **THE BIG QUESTION:**

Are your placements resulting in stable employment for your job seekers?

### **QUESTIONS FOR MONITORING YOUR PERFORMANCE**

- ▶ Are your placements retained at a rate that matches or exceeds your organization's retention goals?
- ▶ How long does it take you to find out that one of your placements is leaving the job?
- ▶ How fast do you react when you discover someone is quitting or losing her job?
- ▶ When you have been instrumental in saving someone's job or retaining an employee for an employer, what actions did you take?
- ▶ When one of your referrals quits or was fired, what could you have done to save the job?
- ▶ How successful are you in maintaining contact with the job seeker? Placing him in another job when necessary?

### **QUESTIONS FOR SETTING YOUR GOALS**

What actions will you take to improve retention and better promote stable employment for the job seekers:

- ▶ Through input into your organization's policies and practices?
- ▶ When recruiting new employers?
- ▶ When developing relationships with employers?
- ▶ When developing relationships with the job seekers?
- ▶ When matching job seekers and employers?
- ▶ When closing your deals?



## QUICK ASSESSMENT *for the* SUCCESSFUL JOB DEVELOPER

Assessment is a large part of what job developers do. While learning the job market, forming relationships, and making matches, job developers are always assessing someone or something. Is the agency targeting the right industries and offering the right services? How well is it training the job seekers? Does this employer offer the jobs our job seekers want, need, and can succeed at? Which organizations, associations, or events offer the best networking opportunities? Is this job seeker ready for work? Would Joe, Ivan, or Tasha be the best match for the job?

**Well, it's time to turn the tables.** The following pages offer a quick assessment for job developers themselves. Scrutinize your own skills and performance. Be as thorough, realistic, and honest as you are with your agency, employers, and the job seekers. Give yourself some feedback and use what you discover to become an even better job developer.

# Quick Assessment

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## *As a Job Developer, you...*

### **KNOW THE:**

- YES**  **NO** History of the organization
- YES**  **NO** Industries targeted by the organization
- YES**  **NO** Type of job seekers served
- YES**  **NO** Services your organization offers employers
- YES**  **NO** Laws, regulations, policies affecting hiring and employment
- YES**  **NO** Competition

### **UNDERSTAND THE:**

- YES**  **NO** Importance of sending good employees to the employer
- YES**  **NO** Importance of getting good jobs for job seekers
- YES**  **NO** Importance of describing to employers the organization's services, not its social mission

### **CAN CITE THE:**

- YES**  **NO** Organization's successes
- YES**  **NO** Names of satisfied employers
- YES**  **NO** Placement and retention statistics

### **HAVE DEVELOPED:**

- YES**  **NO** Your own sales pitch
- YES**  **NO** Your own style

### **CAN HANDLE:**

- YES**  **NO** Employer objections
- YES**  **NO** Rejection by employers
- YES**  **NO** Frustration
- YES**  **NO** Uncertainty

# Quick Assessment

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## CAN FERRET OUT:

- YES**  **NO** Employers' personal preferences
- YES**  **NO** Details of specific jobs

## CAN MAINTAIN:

- YES**  **NO** Ongoing productive relationships with employers
- YES**  **NO** Trusting relationships with job seekers
- YES**  **NO** An extensive network of contacts

## ARE:

- YES**  **NO** Honest in all dealings with employers and job seekers
- YES**  **NO** Intuitive about who to send for which job
- YES**  **NO** A tenacious problem solver
- YES**  **NO** Relentless in following up

## HAVE:

- YES**  **NO** A group of loyal employers who consistently hire referrals
- YES**  **NO** An unfailingly positive attitude





Public/Private Ventures is a national nonprofit organization whose mission is to improve the effectiveness of social policies, programs, and community initiatives, especially as they affect youth and young adults. In carrying out this mission, P/PV works with philanthropies, the public and business sectors, and nonprofit organizations. We do our work in four basic ways:

- We develop and identify social policies, strategies, and practices that promote individual economic success and citizenship, and stronger families and communities.
- We assess the effectiveness of promising approaches and distill their critical elements and benchmarks, using rigorous field study and research methods.
- We mine evaluation results and implementation experiences for their policy and practice implications, and communicate these findings to public and private decision-makers and community leaders.
- We create and field test the building blocks—model policies, financing approaches, curricula and training materials, communication strategies, and learning processes—that are necessary to more broadly implement effective approaches. We then work with leaders of the various sectors to implement these expansion tools, and to improve their usefulness.

P/PV's staff is composed of policy leaders in various fields; evaluators and researchers in disciplines ranging from economics to ethnography; and experienced practitioners from the nonprofit, public, business, and philanthropic sectors.

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