

# WORKING WITH EMPLOYERS:

*Skills and Strategies for Job Development Success*

Kim Berman and Sheila Maguire



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Working Ventures seeks to improve the performance of the workforce development field by providing practitioners and policymakers with the knowledge and tools needed to operate effective employment programs. We support the field by documenting effective employment strategies and practices, convening practitioner workshops and providing resources to encourage program innovation.

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## Job Development Today: Many Job Titles, One Goal

Whatever the job title—job developer, employment specialist, business services representative, account exec—the task of job development involves linking employers with job seekers and job seekers with employers. Job developers place people in jobs, and in many cases they help job seekers keep jobs. If you serve as a bridge between job seekers and employers, then this course is for you.

## The Course: Working with Employers

*Working with Employers: Skills and Strategies for Job Development Success* aims to help you build stronger relationships with employers that lead to job seekers getting and keeping jobs. You will develop skills and explore strategies to prospect for promising leads, communicate more persuasively with employers and make effective matches between employers and job seekers. You will practice these skills during sessions and on the job and will have the chance to reflect on your own style as a job developer.

## The Workbook

This workbook houses all the tools and exercises you will need to participate in each course session. The course you are taking might only include some of the sessions in the workbook. You can work through the other sessions on your own, share them with colleagues in your organization or simply skip them.

Each session is divided into three parts:



**Get Ready!** has everything you need to do to prepare for each session.



**Get Set!** has worksheets you'll need during the session.



**Go!** has activities that will help you put your new skills to work.

## Job Development Essentials

*Job Development Essentials (Second Edition)*, the textbook that accompanies this workbook, provides all the background reading for the course. Specific readings are assigned throughout the course and are used as springboards for discussion in class.





## *The Job Development Code*

1. *You have two customers:  
Don't forget the employer.*
2. *Immerse yourself in the employer's world:  
Get to know their needs.*
3. *Make the business case:  
Articulate the value your services add.*
4. *Get employers talking: A pitch is a dialogue.*
5. *Get real: Set expectations you can meet.*
6. *Get through the ups and downs: Keep employers talking.*
7. *Involve employers in the organization: It's a win/win situation.*
8. *Making the match: Understand both customers' needs.*
9. *It's your performance that counts: Understand your goals.*
10. *You are a bridge to the employer's world:  
Communicate to colleagues what you find.*
11. *You are unique: Cultivate the style that works for you.*



# CORE SESSION I

## Believing in Ourselves: The Services Are What Count

### In this session you will:

- Learn the fundamentals of developing a winning pitch.
- Take an inventory of the services you provide to employers.

### In focus:

You have two customers: Don't forget the employer.

Make the business case: Articulate the value your services add.

Get employers talking: A pitch is a dialogue.





## Get Set!

### High Points and Challenges of Job Development

By sharing your successes and challenges with fellow job developers, you can find support, camaraderie and new ideas. Jot down the stories you would like to share.

A success story of mine:

A challenge I've faced:



## Get Set!

### Get Employers Talking: A Pitch Is a Dialogue

Fundamental to a good relationship with employers is good communication. Communication is a process of giving and getting, talking and listening.

One of the basic tools for communicating with employers is your “pitch.” Remember that pitches are back-and-forth dialogues, similar to a game of catch; you should always be looking for the match between your services and employers’ needs.

### Tips for “pitching” to employers:

- Listen to the employer’s needs.
- Guide the conversation so your contact will recognize the benefits of working with you.
- Focus on your services and what they provide to the employer.
- Set realistic expectations.
- Speak their language.
- Help the employer articulate the qualifications he/she seeks.
- Leave with clear next steps established.



## Get Set!

### Make the Business Case: Articulate the Value Your Services Add.

Being able to talk about the value of your services is the foundation for your employer communications and can help build your confidence.

Let's take an inventory:

1. Read the items listed in the column marked Your Service, and check the services your organization provides.
2. Then list any additional services your organization provides.
3. In the next column write the benefit each service provides to employers. Assign a value, in hours or dollars, that each service is worth.

Your Service	Benefit or Value to Employers
Example:	
<input checked="" type="checkbox"/> Collecting and reviewing résumés	saves employer time, about 2-5 hours per hire
<input type="checkbox"/> Collecting and reviewing résumés	
<input type="checkbox"/> Refining job descriptions	
<input type="checkbox"/> Prescreening candidates	
<input type="checkbox"/> Scheduling interviews	
<input type="checkbox"/> Job readiness training	
<input type="checkbox"/> Job coaching	
<input type="checkbox"/> Troubleshooting	
<input type="checkbox"/> Providing HR services to candidates	
<input type="checkbox"/> Finding replacement workers	
<input type="checkbox"/> Resource brokering (tax-credit assistance, etc.)	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	



## Get Set!

### Practice Makes Perfect!

Time to practice! In the work world, your main source of feedback is a successful or an unsuccessful placement, a returned call or a hung-up phone. Take advantage of the role-plays to get feedback from your peers. You will be asked to play the role of an employer and of a job developer. In addition, you will be asked to listen and provide feedback to your fellow job developers. As you listen, use the worksheet below.

Did the job developer...

- Get the employer to talk about his or her needs? How?
- Guide the conversation so the employer recognized the benefits of working with him/her? How?
- Describe his or her employer services and the benefits the employer could gain from the relationship? What are some examples?
- Set realistic expectations? What are some examples?
- Speak in the employer's language and avoid social service jargon?

- Help the employer articulate the skills and abilities of the candidates sought?
- Leave with clear next steps that were within his/her control?



**Go!**

### ***Believing in Ourselves: The Services Are What Count***



#### **Journal**

**Pitching for a win: Practice your approach to “pitching.”  
Reflect on the experience.**

*“Believing in yourself and the value of your services is the best sales pitch.”*

What makes my services really valuable to employers?

What trips me up or makes me stumble in my communications with employers?

(Continue on next page)

What do I need to do to sharpen my communication skills?



# CORE SESSION II

## Prospecting: Finding the Employer That Fits

### In this session you will:

- Learn about local labor-market trends.
- Research specific sectors that may hold opportunities for your job seekers.
- Hone your prospecting strategy.

### In focus:

Immerse yourself in the employer's world: Get to know their needs.

### Read:

Pages 16-17 of *Job Development Essentials* on Resources for Research.  
Chapter 4 of *Job Development Essentials*, "Networking," pages 49-56.



**Get Ready!****Staying Ahead of the Curve: Research, Research, Research**

Prospecting for jobs means staying on top of business trends. Why? So you can find companies that are hiring new workers, learn about local layoffs and identify employers that are expanding or moving to your area. Following business trends means that you can understand your employer customers' daily concerns and get to know industry jargon.

**Jot down:**

How do I get my business news? Which papers, business journals, networking groups or other media do I use?

What additional news sources might I consult?

What kind of information am I looking for?



## Get Set!



## Wall of Success

Here is a chance to reflect on your successes. List any of your job seekers who found employment since the last session. Then list any contacts you've made with employers.

My Recent Placements		
Job seeker	Name/type of job	Next steps

Employer Contacts		
Employer	Contact summary (First contact, follow-up about a hire, reaching out after a mishap occurred, etc.)	Next steps

In the employer section, list either the name or the type of organization (i.e., St. Bridget's Medical Center or hospital).

**My Successes:**

What were my successes?

What made them successes?

**My Challenges:**

What was hard? What went wrong?

What are my strategies for responding to these challenges?

**The Balancing Act:**

What kept me from focusing on employer customers this week?

How can I better manage the competing demands I face?

**Get Set!****All the News That's Fit to Print****Business pages**

Asking strategic questions as you review businesses can help make your probing most productive. As you review local business journals, determine:

What trends are emerging?

What industries seem to be growing? Which are shrinking?

What new businesses are coming into the area? Which are leaving?

What new laws or regulations might affect our employer customers?

**Get Set!****Option I****Targeting Your Research: The Sector Approach**

In the next activity, you will hone your own research skills by diving into a key sector. Some job developers find that a sector-based approach to job development works well. A sector-based approach means focusing on one or two key sectors that are right for your job seekers. This approach involves researching various sectors to identify the most strategic choice for your candidates, then getting to know the ins and outs of the industry.

Research a particular industry with your group. Think about the following questions:

- What are the demand occupations within this sector?
- What are the skill requirements for these occupations?
- What opportunities exist for our clients within this sector?
- What are the “red flags” within the sector (i.e., dead-end jobs)?
- Which are the major employers in this sector? Which are the medium and small employers in this sector?
- Where are the opportunities for growth within this sector?
- What are some ways to screen quality partners within this sector?



**Go!**

### ***Prospecting for Employer Customers***

Think about your strategy for finding out about employer customers. Describe this in the first column. Think about additional strategies you'd like to try, and list those ideas in the second column.

Prospecting	
My existing strategy that's working:	New things I've learned about prospecting that I'd like to incorporate in my work:



## Journal

---

**Getting out and about: Attend an employer networking event.  
Reflect on the experience.**

*"Networking means making a conscious effort to meet people, use them as resources and allow them to use you." (Job Development Essentials, p. 49)*

How did I feel?

What did I gain by going to the event?

What is my plan to follow up on the event?





# CORE SESSION III

## Making the Match: The Art of Making It Click

### In this session you will:

- Practice presenting job seekers to employers.
- Identify methods for providing quality services to employers.

### In focus:

You have two customers: Don't forget the employer.

Make the business case: Articulate the value your services add.

Make the match: Understand both customers' needs.

### Read:

Chapter 6 of *Job Development Essentials*, "Making the Match," pages 65-74.







## Get Set!



## Wall of Success

Here is a chance to reflect on your successes. Since the last session, list any job seekers who found employment. Then list any contacts you've had with employers.

My Recent Placements		
Job seeker	Name/type of job	Next steps

Employer Contacts		
Employer	Contact summary (First contact, follow-up about a hire, reaching out after a mishap occurred, etc.)	Next steps

In the employer section, list either the name or the type of organization (i.e., St. Bridget's Medical Center or hospital).

**My Successes:**

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**My Challenges:**

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What are my strategies for responding to these challenges?

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## Get Set!

### Prepping the Players\*

**Think of a job seeker you are trying to place.**

**As you prepare for the role-play, note the job seeker's:**

- Skills, experience and training in terms of the specific job.
- Ability to meet specific requirements.
- Strengths and attributes.
- Positive impression on others.
- Anything that might be an unwelcome surprise, and how the job seeker compensates for it.

\*From p. 66 of *Job Development Essentials*



## Go!

### ***Making the Match: The Art of Making It Click***



## Journal

**Success! Think of one of your most successful placements.  
Reflect on the experience.**

*"Job developers...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.'" (Job Development Essentials, p. 65)*

What made the placement click?

(Continue on next page)

What role did I play in its success?

# CORE SESSION IV

## The Relationship: The Basis for Long-Term Success

### In this session you will:

- Share insights gained from interviewing salespeople.
- Learn effective approaches for communicating with employers.
- Hear ways to respond to difficult situations with employers.

### In focus:

Make the business case: Articulate the value your services add.

Get employers talking: A pitch is a dialogue.

Get real: Set expectations you can meet.

Get through the ups and downs: Keep employers talking.

### Read:

Pages 18-20, 22-23 and Chapter 2 of *Job Development Essentials*,  
“Making Initial Contacts,” pages 25-38.





## Get Ready!

### Learning About Sales Techniques

Job developers are in some sense salespeople, and even though you might resist the label, there are likely many tips that salespeople can offer you. Set up an appointment with a salesperson from another industry—insurance, car, etc.—and find out what is the key to their success. You will share your findings during Session IV.

Here are some questions you might ask. Add your own.

- How do you get new prospects?
- What techniques do you use when calling?
- What techniques do you use when meeting potential customers?
- How do you keep on top of all of your contacts?

***After the meeting***, reflect on what you observed. Describe your observations below.

- What were the qualities embodied by the salesperson with whom you met? His motivations? Her personal style? What did you admire? Which aspects of who he was or how she approached the job would you want to emulate? Which aspects would you not want to emulate?
  
  
  
  
  
  
  
  
  
  
- Describe the two most important tips or insights you gained from the interview.





## Get Set!



## Wall of Success

Here is a chance to reflect on your successes. List any job seekers who found employment since the last session. Then list any contacts you've made with employers.

My Recent Placements		
Job seeker	Name/type of job	Next steps

Employer Contacts		
Employer	Contact summary (First contact, follow-up about a hire, reaching out after a mishap occurred, etc.)	Next steps

In the employer section, list either the name or the type of organization (i.e., St. Bridget's Medical Center or hospital).

**My Successes:**

What were my successes?

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What are my strategies for responding to these challenges?

**The Balancing Act:**

What kept me from focusing on employer customers this week?

How can I better manage the competing demands I face?



## Get Set!

### Working with Large Corporations

Relationships with large organizations take time to cultivate, but the effort can pay off. You may spend months building trust with players in a big company, but down the line, your investment could lead to a steady stream of hires. Below are some tips for working with large corporations.

- **Understand the process.** Which departments need to be involved? Who needs to be in the loop to make this happen? Who does the interviewing? Who makes the decisions?
- **Develop relationships with all the players.** At a large company, many players need to be involved for the company to hire through you. As you meet with different players, make sure everyone is on board with what you are doing. After you have success within one department, ask your contacts whom you should speak with in other departments.
- **Collaborate to meet a large customer's needs.** Big companies have big hiring needs. To meet them, you'll have to collaborate—you just can't do it alone. Within your organization, you may need special training, customized job preparation, assistance with job matching or referrals from other job developers. If your organization can't meet the needs of an employer, you'll need referrals from other agencies. It's worth collaborating to show a large employer that you can meet its hiring needs.
- **Know the pitfalls.** If a big deal falls through, you may be left with nothing if you have not cultivated other options.



## Get Set!

### Stump the Pro

Every job developer has been stumped at some point—been at a loss for words, responded inadequately to a situation, wished he or she had handled a challenge with an employer better. Think back to some of your own stumpers. You'll have an opportunity during the session to see how another job developer might have responded to the same scenario.

Jot down a time you've been stumped!

As you listen to the pro, bear in mind the guidelines from *Job Development Essentials*.

### Handling Objections\*

- Listen carefully—Don't interrupt!
- Acknowledge the concern and the employer's point of view.
- Ask an open-ended question to clarify.
- Offer an advantage that outweighs the objection.
- Ask a question to see if you've succeeded.

\*from *Job Development Essentials*, p.31

As you listen to the pro, what other techniques do you hear him or her use?

1.

2.

3.

**Go!**

## Dialogue Stoppers

Focus on page 30 of *Job Development Essentials*, “Keep the Dialogue Going.”

Write down some of the dialogue stoppers you have encountered, then record the responses that you might offer to counter each.

Dialogue Stopper #1:
Response:
Dialogue Stopper #2:
Response:
Dialogue Stopper #3:
Response:
Dialogue Stopper #4:
Response:



Go!

### *The Relationship: The Basis for Long-Term Success*



#### **Journal**

**Weathering the storm: Think of storms you've weathered in your work or personal life. Reflect on the experiences.**

*"A strong, trusting relationship developed through pragmatism, honesty and quick action when problems occur is the best insurance for weathering an occasional mismatch." (Job Development Essentials, p. 65)*

What got me through?

How can I use those approaches in dealing with job seekers and employers?

# CORE SESSION V

## Communicating with Employers: Putting Learning into Practice

### In this session you will:

- Hear what employers really think.
- Get feedback from employers on your pitch.

### In focus:

Make the business case: Articulate the value your services add.

Get employers talking: A pitch is a dialogue.

Get real: Set expectations you can meet.

Get through the ups and downs: Keep employers talking.



**Get Ready!****Researching the Employer**

In this session, you will have the chance to practice your communication skills with employers who will attend the session. Choose one of the employers and do some background research on his or her company.

- What is the employer's industry?
- What is the employer's scale of operation?
- What types of job openings does the employer have?
- What are the employer's general human resources needs?
- What kind of philanthropy is the CEO involved in?

**Get Ready!****A Script for Initial Communications with Employers**

Think about what you've learned so far about making a pitch. Write out a "script" for your pitch so you can take a look and analyze it. Write the script in the left column, then review the checklist on the right and check each tip that was successfully incorporated into the pitch. If you missed some tips, go back and see how they could be incorporated.



My Script:	Tips to follow:
	<ul style="list-style-type: none"><li><input type="checkbox"/> Identify yourself.</li><li><input type="checkbox"/> Ask to speak with the decision-maker.</li><li><input type="checkbox"/> Ask whether now is a good time to talk. If not, ask when is.</li><li><input type="checkbox"/> Describe your services and the benefits to the employer.</li><li><input type="checkbox"/> Use a SERVICE-BASED pitch, not a mission-based pitch. Focus on what your organization does for employers, not for participants.</li><li><input type="checkbox"/> Speak the employer's language: Avoid acronyms and nonprofit jargon.</li><li><input type="checkbox"/> Engage in a dialogue.</li><li><input type="checkbox"/> Make your request (i.e., a 20-minute meeting).</li><li><input type="checkbox"/> Define clear next steps: who, what and when (the WHO should be YOU!).</li></ul>



## Get Set!



## Wall of Success

Here is a chance to reflect on your successes. List any job seekers who found employment since the last session. Then list any contacts you've made with employers.

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**The Balancing Act:**

What kept me from focusing on employer customers this week?

How can I better manage the competing demands I face?

**Get Set!****The Pitch: Building on Your Foundation**

It's time to build on what you've learned about giving a winning pitch!

### **Making the Initial Call**

- Try to make every call a warm call (someone has referred you).
- Speak with the decision-maker. (Ask: Who makes hiring decisions? Or, who has influence with the decision-maker?)
- Aim for a face-to-face meeting, but be prepared to develop a phone relationship if that's the only option.

### **Handling Objections**

- Listen carefully: Don't interrupt!
- Acknowledge the concern and the employer's point of view.
- Ask an open-ended question to clarify.
- Offer an advantage that outweighs the objection.
- Ask a question to see if you've succeeded.



**Go!**

### ***Communicating with Employers: Hands-on Practice***



#### **Journal**

**Turning the tables: Think of a time that a business has pitched its services to you. Reflect on the experience.**

*"(Job developers) 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." (Job Development Essentials, p. 39)*

What turned me off about the business' pitch?

What made me say: "Yes, I'll give it a try!"?

# CORE SESSION VI

## The Employer Relationship: Taking the Long View

### In this session you will:

- Hear from employers and job developers who developed strong partnerships.
- Examine your own business relationships and develop strategies to deepen them.
- Practice responding to opportunities that employers present.

### In focus:

Get through the ups and downs: Keep employers talking.

Involve employers in the organization: It's a win/win situation.

### Read:

Chapter 3 of *Job Development Essentials*, "Developing the Employer Relationship," pages 39-48.



**Get Ready!****Knowing When to Quit and When to Invest**

Your time is valuable. Think carefully about the best way to spend it.

**A checklist for knowing when to quit:**

- ☐ 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 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 deals.

**A checklist for knowing when to invest:**

- ☐ The employer is a large company, with many actors who need to get on board.
- ☐ The employer has a cumbersome application process, and you feel you can streamline the process for your candidates so they are flagged for the top.
- ☐ A company is slated to expand to your area in the near future, and cultivating key contacts at the company is critical to building a foundation for the future.
- ☐ You believe you can bring the relationship to a higher level of engagement and trust.

3.

3.

Adapted from *Job Development Essentials*, p. 84



## Get Set!



## Wall of Success

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Where was hard? What went wrong?

What are my strategies for responding to these challenges?

**The Balancing Act:**

What kept me from focusing on employer customers this week?

How can I better manage the competing demands I face?



## Get Set!

### How Would I Rate My Employer Relationships?

Think about your employer relationships. What kind of relationships are they?  
List which employers fall under each category.

<p><b>Potential Relationship</b> <i>Considering a relationship</i></p> <p>Employer:</p> <ul style="list-style-type: none"> <li>• Knows who you are.</li> <li>• Understands your services.</li> <li>• Seems interested.</li> <li>• Gives job orders.</li> <li>• Interviews your referrals.</li> <li>• Is OK with interview follow-up.</li> </ul>	
<p><b>Business Relationship</b> <i>Working together</i></p> <p>Employer:</p> <ul style="list-style-type: none"> <li>• Hires your referrals.</li> <li>• Accepts your follow-up after the hire.</li> <li>• Uses your services other than placement.</li> <li>• Moves beyond occasional unsatisfactory hires.</li> </ul>	
<p><b>Trusting Relationship</b> <i>Counting on each other</i></p> <p>Employer:</p> <ul style="list-style-type: none"> <li>• Counts on you for referrals.</li> <li>• Hires on your recommendation.</li> <li>• Lets you know when there's a problem and works with you to fix it.</li> <li>• Recommends you and your organization to others.</li> </ul>	
<p><b>Advocate Relationship</b> <i>Leveraging influence for each other</i></p> <p>Employer:</p> <ul style="list-style-type: none"> <li>• Actively participates in your program (takes part in mock interviews, hosts participant site visits, comes to speak to participants, acts as a mentor, contributes to curriculum design).</li> <li>• Participates in advisory board.</li> <li>• Networks on behalf of your organization.</li> <li>• Provides quotes for press.</li> <li>• Speaks at business events on behalf of your program.</li> <li>• Gives input about your training and other services.</li> <li>• Honored at award ceremonies (e.g., for their contributions to workers, for hiring numerous participants, for their support of the organization).</li> </ul>	



## Get Set!

### Moving Employer Relationships to the Next Level

Now, think about each employer you listed on the left. Which ones would you like to move to the next level? Use the worksheet below to chart a course of action with each of the employer relationships you'd like to further cultivate.

Action Steps		
Employer	Goal Level	Actions
1.		
2.		
3.		
4.		
5.		
6.		

**Go!**

### ***The Employer Relationship: Taking the Long View***



#### **Journal**

**What makes a loyal customer? Think of a time that a company messed up (sent you the wrong item? left a stain in the dry cleaning?).**

*"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." (Job Development Essentials, p. 39)*

What made me a loyal customer, despite the error?

What made me say: "I'm taking my business elsewhere!"?

# COMPLEMENTARY SESSION A

## The Job Seeker: Looking Below the Surface

### In this session you will:

- Learn to dig below the surface with regard to individual job seekers to discover what you need to know to place them in jobs.
- Discover ways to quickly assess a job seeker so you can make the match.

### In focus:

Making the match: Understand both customers' needs.

### Read:

Chapter 5 of *Job Development Essentials*, "Learning About the Job Seeker," pages 57-64.



## Get Ready!

### Analysis of Current Job Seekers

Paint a picture of your caseload to share with your colleagues. First, focus on recent typical job seekers, not exceptional ones. Then, concentrate on a more challenging job seeker.

Name	Education Level and Job Experience	Skills, Gifts, Talents and Capabilities	Vulnerabilities, Weaknesses and Issues	Time or Geographic Constraints	Factors for Person to Accept and Keep Job	Factors for Person to Reject or Lose Job
Typical Job Seekers						
Challenging Job Seeker						

Look at the worksheet. What are some of the assets and constraints your caseload presents you?



### Get Set!

#### Practicing the Value-Added Interview

Imagine that you are about to interview a job seeker. Think about what you'll want to discuss, and jot it down below.

#### Some guidelines to remember:

- Ask the same questions the employer will ask—in a similar atmosphere.
- Ask open-ended questions, and then probe for details.
- Have specific workplaces, employers and positions in mind.
- Ask questions that the job seeker might answer inappropriately.
- Give the job seeker a reason to not want the job.
- Describe situations specific to job sites, and ask how the job seeker would handle them.
- Refer to the job seeker's résumé and address gaps in his or her experience.

Job seeker: \_\_\_\_\_ Position(s): \_\_\_\_\_

Questions I want to ask / information I want to discuss:	Notes from the interview:





## Get Set!

### Observing the Interview

It's your turn to be a "fly on the wall" at a value-added interview. What do you observe?

Does the job developer...	Examples from the role-play
Ask questions that the employer will ask?	
Ask open-ended questions and then probe for details?	
Have specific workplaces, employers and positions in mind?	
Ask questions that the job seeker might answer inappropriately?	
Give the job seeker a reason to not want the job?	
Describe situations specific to job sites, and ask how the job seeker would handle them?	
Refer to the job seeker's résumé, and address gaps in his or her experience?	
Your observations and comments:	

**Go!**

### *The Job Seeker: Looking Below the Surface*



#### **Journal**

**Thinking back: Recall some successes and challenges with job seekers. Reflect on the experiences.**

*"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." (Job Development Essentials, p. 57)*

*"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." (Job Development Essentials, p. 60)*

What are some of my strengths in dealing with job seekers?

What are some patterns I tend to get trapped in with my job seekers?

# COMPLEMENTARY SESSION B

## Professional Effectiveness: Being the Best We Can Be

### In this session you will:

- Think about your personal style and how it affects your work.
- Examine the effectiveness of your time management.
- Share effective recordkeeping tactics with your colleagues.

### In focus:

You are unique: Cultivate the style that works for you.

### Read:

Pages 35 and 96 in *Job Development Essentials* about recordkeeping.

Page 11 of *Job Development Essentials*, "Before You Begin."



## Get Ready!

### Looking in the Mirror

Being effective means seeing where you can stretch to be the best you can be.

Which of the qualities listed on page 11 of *Job Development Essentials* do you possess?

Which do you want to work on?

### Keeping on Top of It All

Being effective also means having reliable organizational systems. Bring to class examples of your employer-contact tracking system.



## Get Set!

### I Like Your Style!

Everyone brings to their jobs their own strengths, quirks, coping mechanisms, and habits—their own style. What's your style? Check the three items that most describe your strengths and your “trouble spots.”

My “Customers” Would Say That as a Job Developer I...	Sometimes as a Job Developer I Get Myself in Trouble by...
<input type="checkbox"/> Am a really good listener. <input type="checkbox"/> Really know my facts – about our job seekers, our performance, and our employers. <input type="checkbox"/> Am very focused on results. <input type="checkbox"/> Am very outgoing and enthusiastic. <input type="checkbox"/> Am great at staying in touch. <input type="checkbox"/> Am very businesslike. <input type="checkbox"/> Am persistent about finding a solution. <input type="checkbox"/> Am confident in what I have to offer. <input type="checkbox"/> Am flexible about trying new ideas and meeting unusual needs. <input type="checkbox"/> Am well organized and pay good attention to details. <input type="checkbox"/> Act quickly and don't waste time. <input type="checkbox"/> Can always be counted on. <input type="checkbox"/> Tell great success stories.	<input type="checkbox"/> Being afraid of confrontation. <input type="checkbox"/> Being afraid to say “no.” <input type="checkbox"/> Not being sensitive enough to feelings and body language. <input type="checkbox"/> Being too rigid about how things should be. <input type="checkbox"/> Being too pushy or aggressive. <input type="checkbox"/> Not being willing to give someone a second chance. <input type="checkbox"/> Being too wordy and not getting to the point. <input type="checkbox"/> Not asking enough questions. <input type="checkbox"/> Being unrealistic and promising too much. <input type="checkbox"/> Being too sympathetic. <input type="checkbox"/> Focusing too much on the personal. <input type="checkbox"/> Not asking for help. <input type="checkbox"/> Not paying attention to the details. <input type="checkbox"/> Not trusting my gut intuition.

**To keep myself going and “sane,” I...**



## Get Set!

### A Day in the Life of a Job Developer

So much to do, so little time! How can you best use your limited hours? Take a look at a typical workday to determine how you spend your time.

Time	Tasks I Worked on Yesterday:
8:00	
9:00	
10:00	
11:00	
12:00	
1:00	
2:00	
3:00	
4:00	
5:00	



## Get Set!

### Time Management Matrix

How effectively did you spend your day? Transfer each of the activities in the *A Day in the Life of a Job Developer* worksheet to one of the quadrants below.

*What do you notice? On which activities are you spending most of your time? On which would you like to be spending it?*

Time Matrix	Urgent	Not Urgent
Important	I	II
Unimportant	III	IV

**Go!**

### ***Refining Your Systems***

What changes to your own recordkeeping and time-management systems do you want to make based on what you learned?

After you've had a chance to try out the new systems, note whether and how the changes are improving your efficiency.

**Go!**

### ***Professional Effectiveness: Being the Best We Can Be***



#### **Journal**

**Role models: Think about someone you admire professionally. Reflect on what makes him or her effective.**

*"There are many ways to do successful job development. Learn about your organization, learn about employers, learn about job seekers, know yourself, and then develop jobs in your own style." (Job Development Essentials, p. 12)*

*"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 (Job Development Essentials, p. 11)*

*"Effective job development depends on prioritizing contacts and choosing the employers, the approach and the technique that is most likely to pay off." (Job Development Essentials, p. 13)*



What about the role model's style makes him or her effective?

What holds him or her back?

How can I modify my own approach to be more effective?



# COMPLEMENTARY SESSION C

## Exploring the Environment in Which We Work: What's in Our Control and What's Not

### In this session you will:

- Explore strategies for negotiating complex relationships.
- Learn how workforce policy and your own organization's contracts affect your work.
- Explore what's in your control and what's not.

### In focus:

It's your performance that counts: Understand your goals.

You are a bridge to the employer's world: Communicate to colleagues what you find.

### Read:

*Job Development Essentials*, pages 14-15



## Get Ready!

### What's Expected of Me? The Contractual Context

Know what's expected of you. Using rows one through three on page 14 of *Job Development Essentials* as a guide, research your organization and its expectations.

To gain a more complete understanding of the pressures you face and the targets you are expected to meet, know your contract and how your work fits into it. The contract is, after all, the behind-the-scenes backdrop for your daily work.

1. Review your contract. What questions do you have about it? About your targets?
2. Meet with your supervisor. What answers does he or she have?
3. What issues emerged from the discussion? How will you go about addressing them?
4. Bring your contract to discuss in Complementary Session C.



## Get Set!

### A Case Study Discussion: When Job Placements Go Bad

Job developers face pressures from all sides: from colleagues, supervisors, job seekers and employers. How might a job developer deal with these competing pressures?

Read the case study distributed in class. Think about:

How does everyone feel: Don the job developer? Jasmine the supervisor? Sharon the case manager? Jenny the job seeker? Amy the HR director?

What should the job developer do *now* and in the *future*?

	With the case manager? (Sharon)	With the job seeker? (Jenny)	With the supervisor? (Jasmine)	With the employer? (Hearth)
Steps to take now to deal with the current situation				
Steps to minimize problems in the future				

What are some do's and don'ts for the job developer to keep in mind?



## Get Set!

### Maximizing Our Effectiveness

Think about how you can stop sweating what's out of your control and take charge of what is.

What can I do to maximize the things that help me do my job? What can I do to minimize the things that hinder me?

Where are my points of leverage? Which items are within my sphere of influence? Which are not?

How can I be proactive (rather than reactive) in influencing those things that are within my control to maximize my effectiveness?

**Go!**

## ***Managing Competing Pressures***

Think about all forces that have an impact on you.



What pressures do you feel from each quadrant?

How can you respond to them?

How can you manage the sometimes competing pressures?

**Go!**

### ***Exploring the Environment in Which We Work: What's in Our Control and What's Not***



#### **Journal**

**Taking charge and letting go: Think about what's within your ability to change and what's not. Reflect on what to do.**

*"Understand your organization, its placement goals and other performance objectives. Know its target industries, employers and jobs—and what you can offer." (Job Development Essentials, p. 14)*

*"Know what your organization expects of YOU, including its goals for your performance and how your performance will be monitored and measured." (Job Development Essentials, page 14)*

What am I going to do about the things that are within my ability to change?

How am I going to let go of what is frustrating but out of my control?



# COMPLEMENTARY SESSION D

## Candidates Employers Are Hesitant to Hire: Strategies for Making It Easier

### In this session you will:

- Hear speakers discuss strategies for placing specific populations.
- Cover basic human resources issues, including legal rights of employers and job seekers.
- Put your knowledge into practice.

### In focus:

Making the match: Understand both customers' needs.



## Get Ready!

### Befuddled by HR? Decode the Process!

Are you unsure what's legal and what's not in the hiring process? Are you encountering hiring paperwork that doesn't make sense? Are you uncertain of how credit reports fit in?

Think of a time you've been flummoxed during the hiring process. Keep the situation in mind as you get the lowdown in Complementary Session D on those befuddling terms, regulations and processes.



## Go!

### *Candidates Employers Are Hesitant to Hire: Strategies for Making It Easier*



## Journal

**Assessing your perceptions: Think of a participant whom you've considered hard to serve. Reflect on your perceptions.**

*"If you consider the job seeker 'hard to place,' placement will become impossible."—former job developer (Job Development Essentials, p. 69)*

*"There is an employer who wants to hire the job seeker. Your task is to identify that employer." (Job Development Essentials, p. 69)*

How have my perceptions affected my approach to this participant?

# CLOSING SESSION – PART 1

## Putting It All Together: What We've Learned and What We'll Do From Here

### In this session you will:

- Review all you've learned.
- Strategize about how to take what you've learned and turn it into action.
- Focus on ways to stay energized.

### In focus:

You have two customers: Don't forget the employer.

Immerse yourself in the employer's world: Get to know their needs.

Make the business case: Articulate the value your services add.

Get employers talking: A pitch is a dialogue.

Get real: Set expectations you can meet.

Get through the ups and downs: Keep employers talking.

Involve employers in the organization: It's a win/win situation.

Make the match: Understand both customers' needs.

It's your performance that counts: Understand your goals.

You are a bridge to the employer's world: Communicate to colleagues what you find.

You are unique: Cultivate the style that works for you.

**Get Ready!****Looking Backward, Looking Forward**

Look back over the notes and journals you've kept since the beginning of the course.

*What stands out in your mind from the course? What do you hope will stay with you?*

**Get Ready!****Sustaining Yourself as a Job Developer**

It's time to ensure you get the support you need to do your job! Some support will come from supervisors and your organization, but how will you support yourself?

What makes you feel depleted or overwhelmed on the job? What are some ways you take care of yourself when you feel that way?

What makes you feel strong, in control or satisfied on the job?



## Get Set!

### A Walk Down Memory Lane

It's time to “take a walk down memory lane” and review all you’ve accomplished since the beginning of the course. As you and your colleagues review each session, record what happened and the key insights you gained.

Session		Title	What We Covered This Session:	Key Lessons Learned This Session:
1		Believing in Ourselves: The Services Are What Count		
2		Prospecting: Finding the Employer That Fits		
3		Making the Match: The Art of Making It Click		
4		The Relationship: The Basis for Long-Term Success		
5		Communicating with Employers: Putting Learning into Practice		
6		The Employer Relationship: Taking the Long View		
A		The Job Seeker: Looking Below the Surface		
B		Professional Effectiveness: Being the Best We Can Be		
C		Exploring the Environment in Which We Work: What's in Our Control and What's Not		
D		Candidates Employers Are Hesitant to Hire: Strategies for Making It Easier		
Core Sessions				
Complementary Sessions				



## Get Set!

### Looking Forward: Course Themes and My Work

Look back over A Walk Down Memory Lane on page 71. Think about the key lessons learned from each session, and group them by theme below.

Themes/Insights	My Strategy/Actions To Be Taken
Prospecting	
Communicating with employers	
Service provision	
Deepening the relationship with employers	
Working with job seekers	
Professional effectiveness/professional development	
Other	

**Go!**

### ***Putting It All Together: What We've Learned and What We'll Do From Here***



#### **Journal**

**Making it happen: Think back over your strategy. Reflect on how to turn it into action.**

"It's not what you *learn*, it's what you *do*."

What are the things that might get in the way of implementing my new strategy?

What are the supports I will need from my organization or my supervisor?





# CLOSING SESSION – PART 2

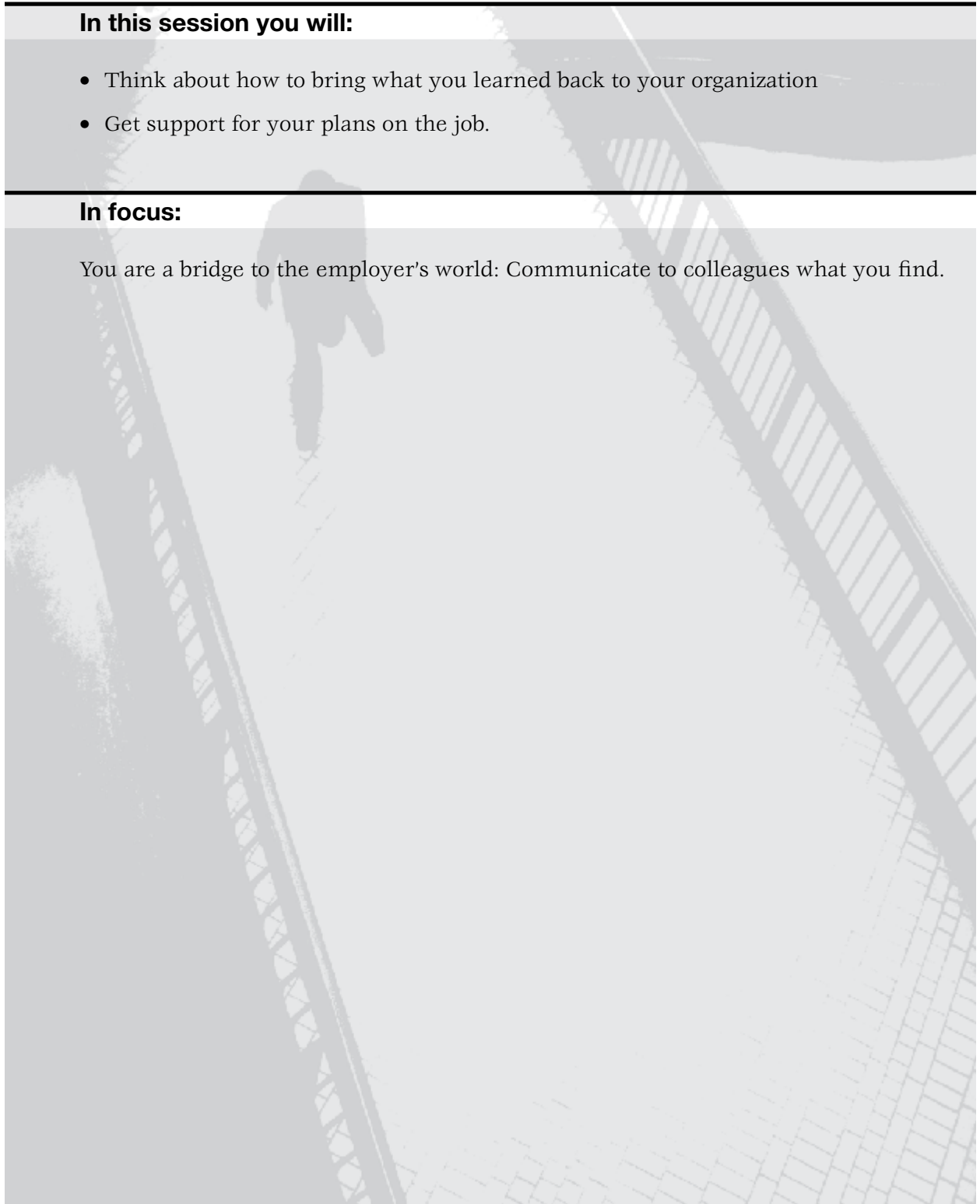
## **Implementing Our Plans: Getting the Support We Need to Incorporate the Learning**

### **In this session you will:**

- Think about how to bring what you learned back to your organization
- Get support for your plans on the job.

### **In focus:**

You are a bridge to the employer's world: Communicate to colleagues what you find.





## Get Set!

### Find a Supervisor

Meet with your supervisor. Share your insights from the course, your plans for putting them into action and ways you can be supported in your work.

Conversation notes:



## Go!

### *Implementing Your Plans: Getting the Support You Need to Incorporate the Learning*



## Journal

**The first day of the rest of your life: Think about your work moving forward. Reflect on how to keep the momentum going.**

*Change takes teamwork and buy-in from many actors within an organization.*

What can I do to keep growing and stay supported, connected and energized?





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