

This publication was developed by the U.S. Department of Housing and Urban Development to assist in the planning and development of Neighborhood Networks centers.

The guides in this series offer "how to" information on starting up a center, creating programs and identifying center partners; center and program profiles and a wealth of resources.

Neighborhood Networks is a community-based initiative established by the U.S. Department of Housing and Urban Development (HUD) in 1995. Since then, hundreds of centers have opened throughout the United States. These centers provide residents of HUD-assisted and/or -insured properties with programs, activities and training promoting economic self-sufficiency. These guides contain examples of successful center initiatives and how you can replicate them.

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HOW TO DESIGN AND DELIVER AN EFFECTIVE JOB DEVELOPMENT AND PLACEMENT PROGRAM

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How to Design and Deliver an Effective Job Development and Placement Program

Introduction

This is the second publication in the Neighborhood Networks Employment Series. It focuses on how Neighborhood Networks centers can deliver effective job development and placement programs for residents who are on public assistance, are unemployed or are underemployed.

Neighborhood Networks is a community-based initiative launched by the U.S. Department of Housing and Urban Development's (HUD) Office of Multifamily Housing in September 1995. It encourages the development of resource and community technology centers in HUD-assisted and -insured properties. There are over 486 centers in operation and more than 607 properties with centers under development as of March 1999.

Neighborhood Networks centers that seek to promote self-sufficiency of their residents should be aware of the various local training and employment opportunities available. Housing support by itself is not enough to help residents become economically self-sufficient.

The Neighborhood Networks Employment Series includes guides on the following four topics:

- Job readiness training.
- Job development and placement.
- Follow-up retention services.
- Career growth and advancement.

Purpose of the Handbook

To operate an effective job development and placement program, center staff must develop business contacts and place people in jobs. This guide explains how Neighborhood Networks centers can develop relationships with businesses and then

utilize these relationships to help residents obtain jobs. The guide provides the following 10-step approach to developing a job development and placement program:

1. Evaluate employment characteristics of the population to be served.
2. Assess economic opportunities.
3. Establish relationships with potential employers.
4. Identify and fill jobs using the broad based marketing approach.
5. Identify and fill jobs using the sectoral approach.
6. Manage the job interview process.
7. Make the job match: selecting the best candidate for the job.
8. Prepare the candidate for work.
9. Provide follow-up support.
10. Expand relationships with employers.

How Centers Can Use this Handbook

Neighborhood Networks centers can use this guide in different ways depending on how they deliver employment services.

- Direct Delivery.** Centers might implement the strategies included in the guide to deliver job development and placement services. This guide includes some strategies that every center can apply, and some strategies only centers with a larger staff could apply.
- Contract or Partner with Other Service Providers.** Neighborhood Networks centers might turn to local nonprofit or for-profit job placement organizations as well as public entities, such as the local Private Industry Counsel (PIC) or Workforce Investment Board, to

provide job placement services for their residents. (See the first Neighborhood Networks Employment Series guide on Job Readiness Training.) In this case, this guide might serve as a resource for evaluating and selecting service providers.

Ten Steps in Job Development and Placement

Step 1. Evaluate Employment Characteristics of the Residents

An evaluation of the residents provides the foundation for the employment program's design. The employment characteristics should affect which industries and jobs an employment program pursues and how the program is structured. Use the following tools to make this assessment.

- Résumé.** Every job seeker should prepare a résumé. A review of these résumés will help job developers determine which industries to target. If, for example, a number of the job seekers have previously worked as home health aides or as certified nursing assistants, job developers would explore opportunities in health care.
- The Job Seeker Profile.** The Job Seeker Profile (Exhibit 1) contains information beyond what appears on résumés, such as transportation needs, substance abuse, credit history and criminal history. This information could have a significant impact on a person's job search and on the services provided by the program. For instance, if 90 percent of the job seekers rely on public transportation, job developers would focus on opportunities near bus or subway lines.

| Exhibit 1 | | | | |
|--|---------------------------------|------------------------------|-------------------|-------------------|
| The Job Seekers Profile | | | | |
| <u>Last Employer</u> | <u>Job Title</u> | <u>Dates</u> | <u>Wages/Hour</u> | <u>Hours/Week</u> |
| 1. _____ | _____ | - | _____ | _____ |
| 2. _____ | _____ | - | _____ | _____ |
| 3. _____ | _____ | - | _____ | _____ |
| Highest Educational Level: _____ | | | | |
| Transportation: | <input type="checkbox"/> Public | <input type="checkbox"/> Car | | |
| Can the applicant pass a drug test? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | | |
| Can the applicant pass a credit history check? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | | |
| Criminal History: _____ | | | | |
| Does the applicant have any physical/health problems that might affect his/her ability to do a job? If yes, note details below: | | | | |
| | | | | |

Step 2. Identify Employment Sectors With the Greatest Economic Opportunities

Identify which employment sectors in the region offer the greatest economic opportunities that are accessible to the residents. This assessment should include private business and industry, nonprofit institutions and government. Take the following steps to assess which employment sectors offer the greatest opportunities.

- ❑ Review the classified ads in major newspapers and track sectors listed frequently.
- ❑ Review different business publications such as *The Baltimore Business Journal*, which routinely publish listings of the top employment sectors in a city.
- ❑ Research recent economic trend data at the local library.
- ❑ Conduct a telephone survey of employers in different sectors to identify their hiring needs.

Step 3. Establish Relationships With Potential Employers

After assessing the characteristics of the job seekers and identifying the industry sectors with the greatest hiring potential, begin to establish relationships with individual employers. To make these initial connections, apply some or all of the seven strategies listed below.

- ❑ **Join and participate in relevant business and trade associations.** Join the local Chamber of Commerce and Human Resource Association. Both hold regular networking meetings which provide opportunities to make new business contacts.
- ❑ **Attend job fairs.** Visit job fairs instead of hosting a booth yourself. Job fairs offer an easy, inexpensive way to identify and meet employers who need to hire new employees.

- ❑ **Utilize business ties of board members or other supporters.** If your organization has the support of a board or other community leaders, use those contacts to identify businesses that you could approach.
- ❑ **Conduct a general mailing or faxing campaign.** Send a general mass marketing piece that advertises your services. However, be aware that the response from such mailings is rarely above 3 percent.
- ❑ **Telemarket.** Conduct a telemarketing campaign to make initial employer contacts. Call the human resource decision makers and then schedule in-person visits with them. (Appendix 2 provides telemarketing tips.)
- ❑ **Canvass the business community.** Canvass the business community — by going door-to-door asking to speak with the lead human resource person. For small businesses, this may be the general manager of the company. If the human resource person is available, make your sales presentation. If the key human resource person is not available, leave some literature and follow up with a telephone call. The two main advantages of canvassing are that it is a quick way to distribute your marketing materials and make some sales presentations to the business community and it is a way to target companies located along public transportation corridors.
- ❑ **Establish relationships with specific businesses and industries.** Contact particular businesses and offer to work with them in a customized, collaborative way to develop training programs that meet their particular entry-level hiring needs.

Step 4. Identify and Fill Job Openings Using the Broad Based Marketing Approach

Conduct a comprehensive outreach effort to identify opportunities and place people at a wide number of companies. The broad based marketing approach should help identify businesses or sectors with which

centers may develop stronger ties. The two primary approaches to broad based marketing include:

- ❑ **Mail/fax campaign.** Mail or fax a marketing piece to employers and request job orders. The marketing piece should describe your program's services and benefits to the company. Follow up your marketing piece with a telephone call. Be aware that without prior personal contact, this approach may have only limited success.
- ❑ **Personal visits.** Visit a company in person to obtain a job order. Set up sales calls when you meet company representatives at business functions or human resource meetings, by canvassing or through telemarketing. Some important points about conducting sales calls are outlined below.

Prepare for the meeting by doing the following:

- Schedule a meeting with a person who has hiring authority.
- Confirm your appointment the day before.
- Bring marketing materials with you.

When meeting with the human resource manager, ask the following questions:

- What procedures does the company follow when hiring entry-level staff?
- Has the company found it difficult to identify qualified people?
- Has the company had problems with turnover?

Present the advantages of working with your program, which may include:

- Careful screening of candidates. Explain the screening process that each program participant must go through to enter the program.

- Job readiness training. Explain how the program prepares participants for the workplace.
- Follow-up retention services. Describe how center staff will follow up to ensure that program participants succeed on the job, which may include working with employees on any issues that arise in or out of the workplace (like child care or transportation needs).
- Cost savings. Explain how the center's services will save the company money through higher job retention rates, lower recruiting costs and qualifying for tax credits. (See Exhibit 2 for a description of the tax credits.)

If the company has immediate hiring needs, request the following information about the position(s) and the company and use the "Job Order Information Sheet" in Appendix 1 to record this information:

- Job description.
- Specific requirements (high school diploma, lifting ability, etc.).
- Benefits (wage, health, retirement, etc.).
- Access to public transportation.
- The interview process.

Close the meeting by scheduling interviews for three to four candidates.

Exhibit 2

General Overview of the Welfare-to-Work Tax Credit

The Welfare-to-Work Tax Credit offers employers an incentive to hire and retain long-term welfare recipients who depended on public assistance for at least 18 consecutive months. A company can receive a maximum tax credit of \$8,500. During the first year and once the employee completes 180 days or 400 hours of work, the employer can claim 35 percent of the employee's first-year wages of up to \$10,000, for a maximum income tax credit of \$3,500. During the second year, employers can claim 50 percent of the employee's wages of up to \$10,000, for a maximum income tax credit of \$5,000. Companies can apply these credits to individuals who are hired between December 31, 1997 and May 1, 1999.

Steps required to access the tax credit:

- The potential employee must be certified as a long-term welfare recipient by the state employment security agency.
- Employers are required to complete IRS Form 8850 (Pre-screening Notice and Certification Request for Welfare-to-Work Tax Credit) on or before the day the job offer is made and 21 days before the employee's start date. IRS forms can be downloaded from <http://www.irs.ustreas.gov>.
- Employers must complete the Department of Labor's Form 9061 (Individual Characteristics Form) used to document employee eligibility, and send it to the state's employment security agency. A listing of state employment security agencies can be found on <http://www.doleta.gov/wotc.htm> or by contacting the U.S. Department of Labor at 202-219-9092.
- The employer should report the Welfare-to-Work credit as part of its annual tax filing with the IRS.

Step 5. Identify and Fill Job Openings Using the Sectoral Approach

To connect residents with employment, Neighborhood Networks centers should develop linkages with specific companies or economic sectors that offer opportunities for hiring. Oftentimes companies that develop a relationship with a job placement organization are more open to extending job opportunities to the program's participants.

Ways to establish linkages with a company or industry sector include:

- Learn the company's business.** Meet with the human resources staff of a company and take extensive tours of the business to develop a detailed understanding of the hiring needs and practices of the company. Participate in company orientations for new employees and learn some of the company's line functions. Job developers who understand a company's business can tailor their training program to meet the company's needs and are more likely to earn the confidence and business of the company.

Involve the company in the design of your program. When designing a job development and placement program, ask company representatives for suggestions on how to structure the program to meet the company's specific needs. For example, in response to such a request, ACME Mail Order Co. might suggest that the job placement organization incorporate certain customer service exercises into its training curriculum. Developing a customized training for ACME should better prepare participants for a job at ACME and lead to more job opportunities for participants.

Involve the company in the delivery of your program at your site. Invite company representatives to lead some training sessions at the center. Company representatives may conduct technical sessions, such as having a call center supervisor from ACME lead a session on handling problem customers. Other sessions may be more general, such as how to interview effectively and how to succeed in the first weeks on the job.

Place trainees in internships with employers. Placing trainees at a company on an internship basis also builds strong linkages with a company. At the close of the internship, the trainees may be retained as regular employees at the company or are ready to be placed at another outside employer.

Step 6. Manage the Job Interview Process

After receiving a job order, select candidates who match the requirements for the opening. Make this selection by comparing the résumés and Job Seeker Profiles to the job description. Then meet with the candidates in person. Some questions to consider:

Is there a match in the job skills needed?

Does the job seeker meet the other special requirements (high school diploma, drug test, etc.)?

Can the job seeker work the scheduled hours?

Can the job seeker get to the place of employment?

Is the job seeker interested in the opportunity?

After selecting candidates for the interviews, meet with them to describe the position in detail and help them prepare for the interview. Provide them with any insights about the company or the human resources manager that would be useful. Finally, remind the candidate of the following interview requirements:

Arrive at the interview 15 minutes early.

Dress appropriately for the interview.

Make sure you know where to go and how to get there.

Ask the interviewer for his or her business card.

Smile!

If you would like the job, tell that to the interviewer!

Contact the job developer after the interview to review how it went.

Provide the candidate with an "Interview Information" summary (see Exhibit 3). This summary sheet provides the candidate with the basic interview information to avoid any misunderstandings about the time, location, salary, work hours, or public transportation access.

Finally, provide the human resources manager with the names of the candidates who will be interviewing, and schedule times for those interviews.

Exhibit 3

Interview Information

Applicant Name: _____

Day of Interview: _____ Date: _____ Time: _____

Company Name: _____

Position Interviewing for: _____ Wage: \$ _____

Schedule of Work Hours: _____ Weekends Included? Yes No

Company Address: _____

Public Transportation? Yes No If yes, bus or subway lines: _____

Directions: _____

Step 7. Make the Job Match: Selecting the Best Candidate for the Job

Immediately after the interviews, contact the human resource person who conducted the interviews to find out whether the company is interested in hiring or continuing the interview process with one or more of the candidates. During this conversation, try to obtain feedback on all candidates.

Meet with the candidates individually to obtain their feedback on the company and let them know whether they have been offered a job. For those offered jobs, find out whether they are interested. These second screenings help prevent candidates from accepting positions that they will quickly leave because of a lack of interest. Second screenings are also important for the placement program since its reputation and credibility depend on its ability to place and retain people in jobs.

Meet with the candidates who were not offered a job to share the company's feedback so that they can learn from their interviewing experience.

Step 8. Prepare the Candidate for Work

Before a candidate begins working, review the following areas to ensure that the candidate is ready to begin work:

- Child care needs.
- Transportation needs.
- Housing and utilities.
- Clothing.
- Credit.
- Health care needs.

By conducting this review, the center should be aware of any difficulties candidates may encounter once on the job and, thus, can assist them if problems arise.

Step 9. Provide Follow-Up Support

Post-placement follow-up support serves three purposes. It:

-
- ❑ Helps ensure that the candidate performs to the employer's satisfaction.
 - ❑ Provides support to the candidate for any work-related issues.
 - ❑ Provides support to the candidate for any issues outside the workplace.

The third guide in the Neighborhood Networks Employment Series provides an in-depth description of job retention services. Because job retention plays an integral role in job placement, this guide also includes a brief overview of these services and the intervals at which they should occur.

- ❑ **Before starting work.** Conduct a psychological and social assessment of the individual to identify areas where help may be needed.
- ❑ **On the first day.** Contact the employee and employer on the first day of work either by telephone or a brief visit. The visit provides moral support to the new employee and demonstrates to the company that the center is committed to providing support to their placements.
- ❑ **At the end of the first week.** After one full week of work, visit the company again to meet with the employee's supervisor for a performance report. Also, meet with the employee to hear how the first week on the job went.
- ❑ **Ongoing follow-up.** Follow-up services have a significant impact on the ongoing satisfaction of the employer and the success of the candidate. Thus, if possible, conduct site visits to the company every two weeks over a four-month period. If the center does not have the staff to conduct such frequent visits, make fewer visits or substitute telephone contacts for in-person site visits.

Step 10. Expand Relationships With Employers

After making initial job placements at several companies, the center should expand those relationships so that they will receive further job orders from the companies. Some ways to expand employer ties include:

- ❑ Providing follow-up services as described above.
- ❑ Involving the businesses in different aspects of your program as described above. Simply inviting businesses to visit or tour the job placement organization may bolster these ties.
- ❑ Organizing ceremonies where you can formally recognize the companies' support and their commitment to the community.
- ❑ When the center is the subject of media coverage, taking the newspaper reporter or TV crew (with advance approval, of course) to visit a worker and the human resource director at a leading company so that the company receives the favorable press.

Building effective relationships with businesses and translating them into job opportunities is the engine of an effective employment program. This guide provides a series of steps and practical tools to assist Neighborhood Networks centers in identifying job openings and matching their residents with employment. The guide also introduces the importance of providing proactive follow-up support for placements and their employers. Such support is essential to long-term retention and the ultimate success of an employment program and is the subject of another Neighborhood Networks guide.

Appendix 1: Job Order Information Sheet

| | |
|----------------------------|--------|
| Company Information | |
| Name: | |
| Address: | |
| HR Contact: | Title: |
| Phone: | Fax: |
| Supervisor: | Title: |
| Phone: | Fax: |

| | |
|--|---|
| Job Information | |
| Job Title: | Number of Openings: |
| Written Description Available? <input type="checkbox"/> Yes <input type="checkbox"/> No | |
| Job Duties: | |
| Drug Test: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Company Paid | Credit Check: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Company Paid |
| Criminal Background Check: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Company Paid | |
| <input type="checkbox"/> Supported Work | <input type="checkbox"/> Direct Hire |
| Other: | |

| | |
|--|--|
| Job Requirements | |
| High School/GED: <input type="checkbox"/> Yes <input type="checkbox"/> No | Minimum Age: |
| Typing WPM: Keystrokes: | Lifting: |
| Driver's License: <input type="checkbox"/> Yes <input type="checkbox"/> No | Car Required: <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Software: | |
| Other Training or Skills: | |

| | |
|--|---|
| Compensation and Benefits | |
| Hire Wage: Bill Rate: | Pay Increase: |
| Bonuses: Shift: <input type="checkbox"/> Yes <input type="checkbox"/> No \$ | Performance: <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Paid: Paycheck: <input type="checkbox"/> Weekly <input type="checkbox"/> Bi-Weekly <input type="checkbox"/> Semi-Monthly <input type="checkbox"/> Monthly | |
| Health Insurance: <input type="checkbox"/> Yes <input type="checkbox"/> No | Basic Cost: |
| When Available: | Individual: \$ Per: |
| Provider: | Parent & Child: \$ Per: |
| 401K: <input type="checkbox"/> Yes <input type="checkbox"/> No | When Available: |
| Vacation: | |
| When Available: | |

| | | |
|--|---|--|
| Work Schedule | | |
| Shift Hours: <input type="checkbox"/> Full Time <input type="checkbox"/> Part Time | Hours Per Week: | |
| Lunch: | Breaks: | |
| Length: <input type="checkbox"/> Paid <input type="checkbox"/> Unpaid | Length: <input type="checkbox"/> Paid <input type="checkbox"/> Unpaid | |
| Weekends: <input type="checkbox"/> Yes <input type="checkbox"/> No | Overtime: <input type="checkbox"/> Yes <input type="checkbox"/> No | |
| Work Slowdown Periods: | | |
| Other: | | |

| | | |
|--|--------------|--|
| Work Setting | | |
| Dress Code: <input type="checkbox"/> Professional (Coat/Tie) <input type="checkbox"/> Business Casual <input type="checkbox"/> Other | | |
| Explain: | | |
| <input type="checkbox"/> Indoors <input type="checkbox"/> Outdoors | Temperature: | |
| Uniforms Provided: <input type="checkbox"/> Yes <input type="checkbox"/> No | | |
| Other: | | |

| | | |
|---|--------|--|
| Orientation and Training | | |
| Location: | Hours: | |
| Training Supervisor: | Phone: | |
| Paid Training: <input type="checkbox"/> Yes <input type="checkbox"/> No | | |
| Any costs to employee during 1 st 4 months? <input type="checkbox"/> Yes <input type="checkbox"/> No | | |
| Explain: | | |

| | | |
|--|------------|--|
| Transportation | | |
| Bus Accessible: <input type="checkbox"/> Yes <input type="checkbox"/> No | Bus Lines: | |
| Metro/Subway: <input type="checkbox"/> Yes <input type="checkbox"/> No | Phone: | |
| Light Rail: <input type="checkbox"/> Yes <input type="checkbox"/> No | | |
| Distance from Bus/Subway Drop-off: | | |

| | | | | | |
|---|-------------------|-------|------------|-------|-------|
| Interviews | | | | | |
| Projected Job Start Date: | Order Close Date: | | | | |
| Interviewer: | Title: | | | | |
| Interview Process (testing, no. of interviews): | | | | | |
| Interview Schedule: | | | | | |
| Candidate | Date: | Time: | Candidate: | Date: | Time: |
| | | | | | |
| | | | | | |
| | | | | | |

Appendix 2

Telemarketing Tips

- Develop a list of companies.** Good sources include newspaper classified ads, the Yellow Page, and other company lists such as those that can be bought from Dunn & Bradstreet. Maintain careful records of contacts.
- Know your selling points.** Identify three chief reasons why the companies you call should take the time to meet with you and ultimately use your service.
- Prepare a script and then make it your own.** A script helps you get started. You can personalize your delivery as you become comfortable. A sample script is included in Appendix 3.
- Keep your presentation short and to the point.** Ask for an appointment within the first minute of the call. If the other person asks a question, answer the question and then immediately ask again for the appointment. Don't pause that just allows and even encourages the other person to ask another question.
- Be ready for objections.** Everyone will raise objections as to why they cannot meet with you. A major objection is that the human resource representative is too busy. Stress that you can complete your visit in 15 minutes and will be flexible to fit their schedule.
- Don't let the rejection discourage you.** Ninety percent of the people that you call (if they're people you don't know) will say no. But the 10 percent who say yes provide the foundation upon which you will build your customer base.
- Become more selective.** Over time, you may want to become more selective in the appointments you schedule. For example, you could decide only to schedule appointments with companies located in selected areas, that have current openings or that have starting wages above an established level.

Appendix 3

Sample Phone Script

The following is a sample phone script that can be used as a tool to obtain an appointment with a human resource manager at a company. Once an appointment is set, then one can make a more complete presentation in person to obtain a "job order." It is important to approach this call from the perspective that you're contacting the company because your organization can help the company meet their hiring needs rather than ask the company to help your candidates who need a job. It's also important to keep the call short and to the point. The script below is just a sample, everyone needs to develop their own style and presentation. Five key elements of any call are:

- (a) getting to the right person;
- (b) letting them know how you can help them;
- (c) finding out the number of entry level positions that exist at the company and number of current openings;
- (d) asking for the appointment; and
- (e) responding to objections — which you need to expect — and promptly asking again for the appointment.

All of these components are included in the script below:

[ring, ring]

Receptionist: Thank you for calling the Jennings Corporation. How may I help you?

Neighborhood Networks center staff: Hello, this is Janet Thomas from the Lincoln Park Employment Center. I need to speak with the person who is responsible for the hiring of your entry level staff. Who would that be please? *[Note: you have not asked the receptionist to help you, rather you have politely told her what you need. Getting around this gatekeeper is key.]*

Receptionist: That would be Carl Johnson.

JT: What would his title be? *[Always confirm the title of the person to whom you will be speaking to assure that it's the right person.]*

Receptionist: He's the mailroom manager.

JT: Is he the main person responsible for hiring your entry level staff?

Receptionist: Oh, that would probably be Donna Kirkland.

JT: And what's her title please?

Receptionist: She's the director of human resources. *[Bingo!]*

JT: Yes, she's the person I need to speak with. Is Ms. Kirkland in?

Receptionist: One moment please.

Donna Kirkland: This is Donna.

JT: Hello, Ms. Kirkland. My name is Janet Thomas and I'm calling from the Lincoln Park Employment Center. How are you doing this morning?

DK: I'm fine.

JT: I was told you're the person who is responsible for the hiring of the entry level staff at Jennings Corporation. Is that correct? *[Make that final confirmation that you're talking to the right person.]*

DK: Yes, I'm the one.

JT: Great. I'm calling you for two main reasons. *[You want to be crisp and to the point.]* First, I want to share with you a brief word about how Lincoln Park Employment Center — LPEC — can help you fill your entry level positions — and at no cost to you. In fact you should even save some money using our services. *[Get her attention.]* Are you familiar with LPEC?

DK: No, I'm not.

JT: Well, we are a nonprofit organization based in Lincoln Park that specializes in helping companies find qualified, ready-to-work applicants to fill their entry-level positions. We screen our candidates, provide targeted job readiness training, match them with appropriate job openings and then provide additional follow-up to the candidates and your staff to help assure that you have an employee who meets your needs and stays with you long-term. *[Note focus on the company's needs.]* Now Donna, just so I have a better sense of your potential needs, how many total staff — I'm talking about ALL positions — do you have at Jennings Corporation here in Philadelphia?

DK: About 350.

JT: And of those 350, how many entry level positions would you say exist in total—not just those that may be open at the moment—at Jennings Corporation? And I'm talking about positions such as word processing and data entry operators, file clerks, mail room clerks, food service workers, security, warehouse, etc. positions ranging from \$6 to \$10 an hour. How many such positions would you say exist? *[Providing a wide range of different types of positions and the hourly wage range helps focus the HR person. This also lets them know that you're not talking about college graduate entry level positions.]*

DK: Oh, heavens, I'm not sure.

JT: How about just a ballpark estimate? Would it be about 100 or closer to 20?

DK: Oh, I'd say around 50.

JT: Are any of those entry-level positions open at the moment?

DK: I think we have about 8 to 9 openings right now.

[Note: Getting a sense of the size of the company and their entry level staff — if you didn't know already — is very valuable information. If you call a company and they have a total of 10 staff positions, two of which are entry level — but neither is vacant at the moment — it's probably not worth your time to go on that sales call. Instead, send them some literature and make a note to call them back in two months. On the other hand, if you call a company and find out that they have 75 total staff, including 20 entry level positions — again with no vacancies — it is worth your time to go on the sales call because the possibilities for turnover and openings are greater. Obviously, it is always worth your time to go on a sales call if there is at least one open entry-level position, regardless of how many staff positions exist at the company.]

JT: Well, the second reason for my call, Donna, is to see if we could schedule a time when I could stop by your office to share with you how LPEC can help you fill your open positions and reduce your costs. I was looking at next week. Would Tuesday at 10 a.m. be convenient for you? *[Always be specific with a date and time.]*

DK: Well, let me ask you, how much would your service cost me?

JT: Absolutely nothing. You should even save some money. This is because we don't charge for our services, but you may be able to take advantage of some tax credits. Plus, once you see how well we're able to meet your needs, you may also be able to save on your advertising and recruiting costs. Your entry-level turnover should also be reduced. Now we were looking at Tuesday at 10:00. Would that work with your schedule? *[Note: Answer the question and then immediately ask again for the appointment. Don't pause after answering the question, that's just an invitation for the person to ask another question.]*

DK: I'm pretty busy, I don't know if I can fit that in now.

JT: I understand that you have a full schedule. I can be in and out of your office in 15 minutes. Would Tuesday at 10:00 work for you for just 15 minutes? *[This is the first response to the "I don't have time" objection. Finish by asking for the appointment again with the specific date and time.]*

DK: Next week is just really tough. I have my year-end reports due that Wednesday . . .

JT: Sounds like that's a bad time. *[Second response: be understanding and suggest later alternative date.]* I could look at the following week. I have time on Thursday the 18th. Would Thursday the 18th work, say around 2?

DK: Could you just send me some literature in the mail? *[A very common put-off. Never agree to this the first time around.]*

JT: Well, we certainly have literature. But, Donna, I find that a brief appointment is best because then I can answer your questions and it enables you to put a face with all of these materials. And I know your time is at a premium, that's why I'll make a point of being very brief during my visit. So we were looking at the following week, Thursday the 18th. I have time both in the morning and afternoon. How about 2 that afternoon?

DK: Could you do 3:30?

JT: Sure. That works. Could you confirm your address for me please?

DK: Yes. We're at 3415 North Market Street, Suite 250.

JT: Great. My number at LPEC is 202-5555 in case you need to reach me before our appointment. My name again is Janet Thomas from Lincoln Park Employment Center, and I'll see you on Thursday the 18th at 3:30.

DK: Thanks, Janet.

JT: Thanks, Donna. See you then.