

# Creative Job Development Strategies

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COREY SMITH

GRIFFIN-HAMMIS ASSOCIATES INC

# “The Labor Market”

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From SE to CE

The crash of 2008

Large Human Resource Departments

“Qualified Job Candidates”

The Comparative Model of Employment

Applying for jobs online

Multiple Interviews

# Job Development or Job Finding?

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- People under pressure don't work better, they just work faster
- Bad job matches are very costly, to job seekers, employers, employer relationships and the funding system
- Free work competing with paid work

# LINKING DISCOVERY & JOB DEVELOPMENT Today's 411

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- What to Know before you start
- Who to Know
- Where to Look Job Development to (MAXIMIZE EMPLOYER ENGAGEMENT!!!)
- How to Connect
- What to Do When You Get There
- How to Negotiate the Job

# Businesses in the U.S.

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There are roughly 34,500,000 businesses in the United States

22,000,000 are single owned by one person

11,000,000 have from 1-19 employees

Only 38,500 have 500 or more employees

We find that we have the most success using customized job development strategies working with businesses that employ 1-19 people

# IDEAL CONDITIONS OF EMPLOYMENT

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- Interests
- Skills
- Preferences
- Contributions
- Environment that Work “Ecological Fit”
- Social Connections

# Moving From Interests to Vocational Themes

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- Video Games
- Ice Cream
- Coffee
- Pets
- Children
- Music/Entertainment
- Sports

# Interests

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Important in terms of linking to motivation

Ultimately person must be “interested” and like what they do (other factors influence)

Initial identification frequently general and somewhat universal

May not involve underlying skillset



# Skills & Interests

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It is our responsibility to begin to figure both Interests and Skills that a job seeker has.

How do they intersect most effectively in terms of job development?

# Developing 3-5 Vocational Themes

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- Interests

- Skills

- Themes

# Avoiding the Dream Job Trap

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- Computer Game Design

- Anime

- Sports

# Moving From Dream Job to Science Theme

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Recently we worked with a young woman who was very determined to be a phlebotomist!!

With a high level of support from her family and support team it was determined that this was not a good match to be a phlebotomist which she had been stuck on for several years!!!

We were able to get her to begin to look at broader theme of science

An informational interview was arrange at a lab where she saw several positions later attained a job working as a lab tech and still got to wear a white lab coat that made her very happy

# Vocational Themes Mapping

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- Personal Attributes
- Skills
- Tasks
- Interests
- Conditions/Work Culture
- Vocational Themes
- Discovery Activities

# Hunter at the I Stitch and Print

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- Getting acquainted Moving from the IPAD to Photo Shop
- The unmet business need
- The PERFECT PASS
- Meeting each others needs
- New Equipment
- Sewing it all together

# Resource Ownership

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Resource Ownership Is a newer employment concept approved by the department of labor. With Resource Ownership an individual brings some added value that is usually equipment with them to the job site that helps an employer capture more revenue and be able to hire more people.

# PASS and Resource Ownership Examples

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1. Day Care Teaching Assistant: video player, monitor, early learning videos, computer, monitors, early learning software
2. Manufacturing: Double-headed riveting machine
3. Carpenter's Assistant: scroll saw, 12" drill press, carpenter's supplies
4. Office staff: Optical Scanner

Many others... Crane example in WA State-increased profits mean jobs for others too!



# How Most Jobs Are Found

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Employment Agencies- 12%

Answering Want Adds- 14%

Networking – 63%

Other- 11%

# Relationship Mapping

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We Identify people known to the job seeker

We Identify people known to the team who have influence

Identify your ideal mayor

# Community Action Teams

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A person centered Customized Employment Team that works closely with a job seeker on employment outcomes for both wage and self-employment.

Eastern High School in Camden New Jersey Community Action teams just developed two jobs that were actually developed by family members

# Some Thoughts on working with a Community Action Team

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If you feed them they will come!!

We try to make it like a Pizza Party

Mood is social and casual

**EFFECTIVELY** Explain why we are here and what we are asking them to do?

# Chris and his Employment Team

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Showed interest interest and skills with being a mascot

Started doing small mascot gigs

Connected with Dave Raymond the original Philly Fanatic

Developed the Community Action Team

Connected with other professional Mascots who help develop gigs

Was picked up by HULU for behind the MASK season 2

Chris is up for an EMMY for BEHIND THE MASK

# Kate's Dream Team

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Kate is a young woman who has significant mobility challenges and health concerns.

Kate had been in job development with another organization with another organization for three years and never came close to a good job match

Through her community action team we were able to help negotiate a position that firmly meets her ideal conditions of employment

# Job Development: Hands-On Approaches

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CE and DPG provide short work experiences and other opportunities for direct EMPLOYER ENGAGEMENT.

Through these hands-on experiences, an array of employment opportunities are discovered that would seldom be “dreamed up”.

Instead of making sales calls on random businesses, the employment specialist can decode a work place by: interviewing business owners and touring their facilities.

Arranging for time-limited work experiences.

# The Transition from Discovery to Job Development

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As we start to figure out a job seekers Vocational Themes we begin to move onto activities that move us into job development

We begin to conduct informational interviews with individuals and host employers who perform the same or similar tasks to make a living and ask for advice

These often lead to short work trials

Which often lead to unsolicited Employment Offers



# Linking Discovery & Customized Job Development: Supply & Customer Chain

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Transportation

Local Machine Shop

Car Painter

Engine Builder

Tool Maker

Auto Recycle

Powder Coater

Race Track

Combining

Announcer at Race Track

Entertainment

Radio Station

Recording Studio

Sound Engineer

CD Polisher

Piano Tuner

Luthier

Music Distributor

Themes

Mobile Recording Studio

# Informational Interviews

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MAKING THE CONNECTION

# Researching Businesses for Informational Interviews

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Stop by and case the joint, buy something

I have lived around here for years and finally stopped by, what is it that you do?

We are NOT looking for a job right now we are just learning

I am a vocational counselor and I am working with someone who is interested in what you do

Can I bring them by for a visit?

Could we come back so he or she “can get there hands dirty?”

Do you know other business owners we should visit?

# Informational Interviews

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Info interviews should happen with a Manager, Owner, Key Person

AVOID HR

Don't ask for a Tour because that's what you will GET!!!

Look for Opportunities to Help the Business

Look for Task's that Match the Individual

Look for Resource Ownership & Small Business Opportunities

# Setting Up the Interview

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Interview should happen with a manager, owner, or key person (not HR)

Don't ask for a Tour or that's what you'll get

15-30 min is ideal request

Phone calls, drop by, introduction from others

Leverage social capital!

# Informational Interview Strategies

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No selling occurs, just conversation with someone with similar interests.

Opportunities evolve:

Guide the initial interactions

Watch for opportunities and point them out to all parties

Highlight mutual interests

Recognizing an opportunity and exploring it

# Setting It Up, cont.

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Language...

- Career counselor?
- Who you are working with?
- Description of the person?

What are you asking for?

Who will be participating?

Think this through ***before*** you make the call

# Setting up the Informational Interview Sample Script

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“Hello! My name is Jane Dow. I’m a Career Counselor with XYZ Enterprises, and I’m assisting a job seeker named Nikki who has a strong interest in \_\_ (industry) \_\_ and is exploring career opportunities in this field. Dave Adams, from the Small Business Development Center, recommended I call you. We are hoping you would consider letting us come in and interview you to get your insight and advice on career possibilities in this field, and possibly take a short tour of your business. Would you be willing to meet with Nikki and me for about 20 minutes any time next week, at your convenience?”

Informational Interviews: A Tool for Customized Employment, GHA



# Starting the Interview

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## Introduce job-seeker

- Natural introduction
- Highlight points of commonality & skills
- Tie to why you are there

## Listen & learn

- Start by getting them to talk about themselves
- “Tell us more about how you got into this line of work/started this company, etc.”
- Plan a few easy, natural, ice-breaker questions

# Leave Behinds

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# Leave Behinds

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Business Cards??

Resume???

Pictorial

Video

Operating a

Grinder

Solder

Using a home made Lathe

# Creative Job Development Outcomes

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EXPANDING OPPORTUNITIES

# Possible Employment Outcomes

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Typical Wage Position

Non-Typical Wage Position

Carved Position

Customized Internship/Apprenticeship

Resource Ownership

Supported Self-Employment

Business within a Business

Some Combination of the list above

# Customized Internships

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One of the new strategies that we are developing as a creative job development strategy is developing Customized Internships

We get to know an employer and build a relationship

We then negotiate a highly targeted short internship with the promise of hiring a job seeker

# Discovering Justin & Interest Based Negotiation

Computer Games

Computer surfing/research

Taking things a part

Pets

Stocking

Working with a small group of people where ‘my opinions will be valued’

Working away from the changes in the weather

# Developing the Lists of 20

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DISCOVERING THE BUSINESS COMMUNITY



# List of 20: Goal

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For each of the 3 vocational themes...

Identify 20 specific businesses where people with similar skills & interests work

Utilize Networks to get connected

Schedule appointments to observe, tour, conduct informational interviews

# Supports for Lists of 20

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Break it down

- 20 careers people with this theme might have
- Not specifically referenced to local businesses yet
- Explore to see if these businesses exist in community

Think “up” the supply chain

Get more people around the table (CAT)

# Interest Based Negotiation

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Competitive Employment Fails for a Reason

Big Win/little win strategy

Moving from Smooth Talker to Smooth Listener

Relationship Selling

# Negotiation Strategies

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Win/Win

Mutually Inclusive

Based on common interests:

- Business needs workers
- Businesses always looking to increase revenue
- Workers or positions that increase revenue benefit all

# Possible Business “Wins”

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- ✓ Save the company money
- ✓ Help company make more money
- ✓ Solves a common customer concern/issue
- ✓ Adds an additional product/service
- ✓ Increases efficiency

# Possible Wins

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Negotiated Job

Resource Ownership

Business Within a Business

# Negotiation

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Negotiation begins when the job developer sees ways in which the job seeker can contribute to the business in ways that are valuable to the business.

# Thoughts on Negotiation

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Not a sales strategy

Must “see” the “win” first (and communicate it)

Requires advance preparation

Includes what matters most to business owner

- Efficient services, creating jobs, etc.

Prepare to handle objections

- Brainstorm possibilities & responses in advance



# Negotiating the Job

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Wages

Hours number of hours and when

Maintaining hours when things are slow

Insurance, maintenance, liability, ink, thread

How long will it take to get the \$\$\$ for the purchase?

# The Hidden Job Market Requires a Different Approach

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- We avoid Big Sign Syndrome
- We Curtail Retail Job Development
- We Get to Know our Communities
- We Recognize that there's a Lot of Commerce even in the Smallest or largest Communities
- We Create Opportunities thru Economic Development
- We quit going where Every Other Job Developer Goes!

# JOB DEVELOPMENT TOOLS

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Warm Calls to the Right People in the Right Companies

Leave Behinds (Digital Resume CD based on Skills & Tasks)

Testimonials

Reputation

Social & Economic Capital

# JOB DEVELOPMENT & SALES

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Preparation is Crucial

Show you care

Know your Community

Listening is more useful than Talking

Allow Employers to say NO

Stay in touch; Follow-up

Be a Gracious Guest (Starbucks Story)

Be on time, Be Professional, Be Concise

Keep your Promises

## Some Creative Job Development Considerations

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1. CE relies on negotiated job tasks that mutually benefit employee and employer
2. Employers are always hiring!
3. Curtail Retail
4. Seek out Small Business
5. People come together over shared interests
6. There are unlimited ways to make a living in the world.