

Customized Job Development and Interest-Based Negotiation

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EFSLMP CUSTOMIZED EMPLOYMENT WEBINAR #4

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10:00 – 11:00 CENTRAL

Overview

Objectives

Participants will be able to:

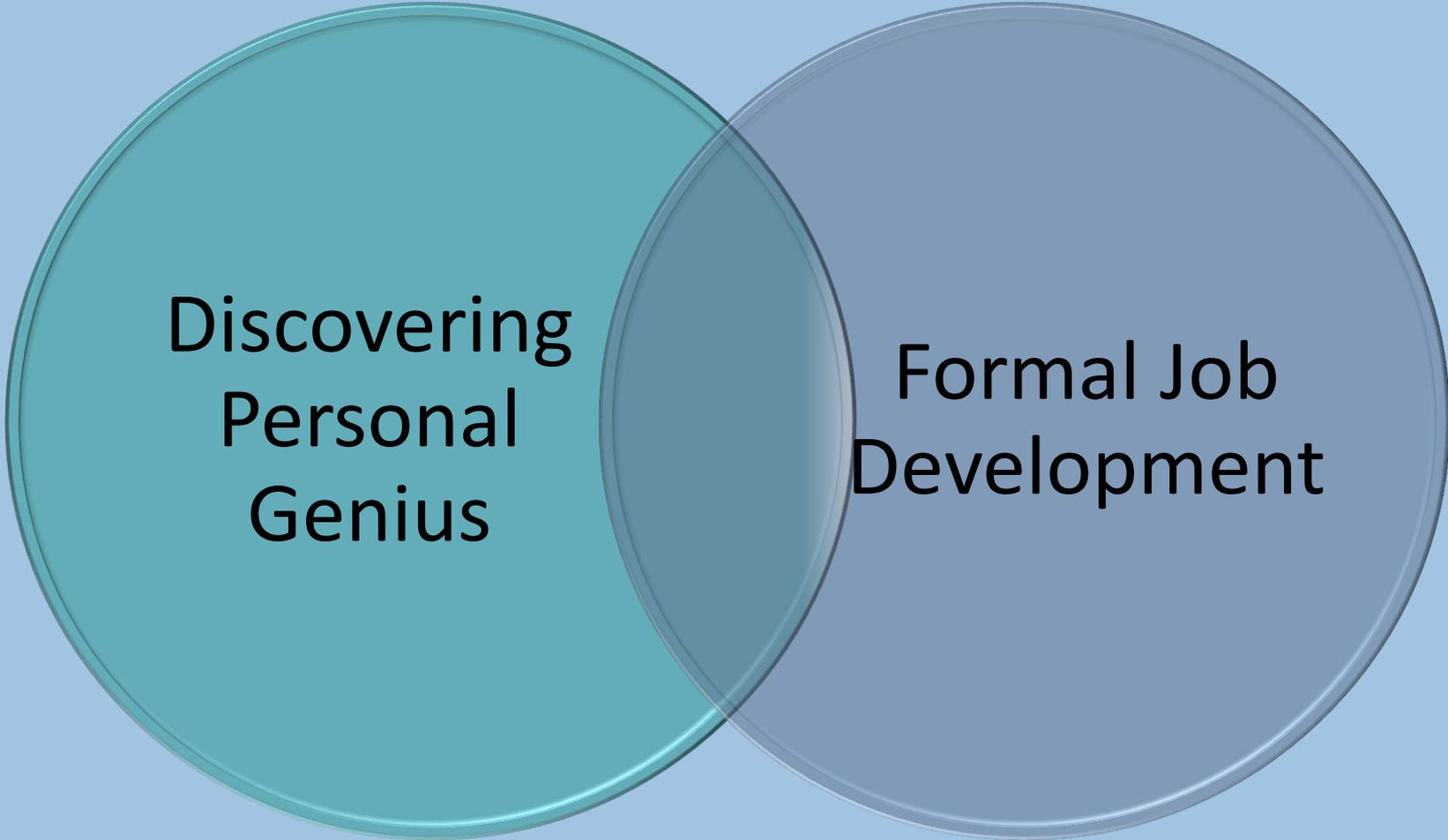
- Discuss strategies for getting at employer needs
- Draft an employment proposal that focused on benefits to the employer, and
- Use interest-based negotiation tools to get to a win/win agreement.

Getting at Employer Needs

- Continued use of informational interviews
- Leveraging Social Capital
- Consider all possible CE outcomes.



Informational Interviews



Discovering
Personal
Genius

Formal Job
Development

Continued use of Informational Interviews

Questions that get at business needs:

1. How has technology changed your business in the past __ years?
2. What are new trends in your field?
3. Is there anything that doesn't get done/get done to your expectations?
4. What would you have someone do if you had extra help ## hours per week?
5. What are your goals for growing/expanding your business, if any?
6. If you had \$10,000 to put into your business, what would you do with it?

Observe During Informational Interviews!

Things that seem to not be getting done

Tasks that people are overpaid to do

Bottlenecks

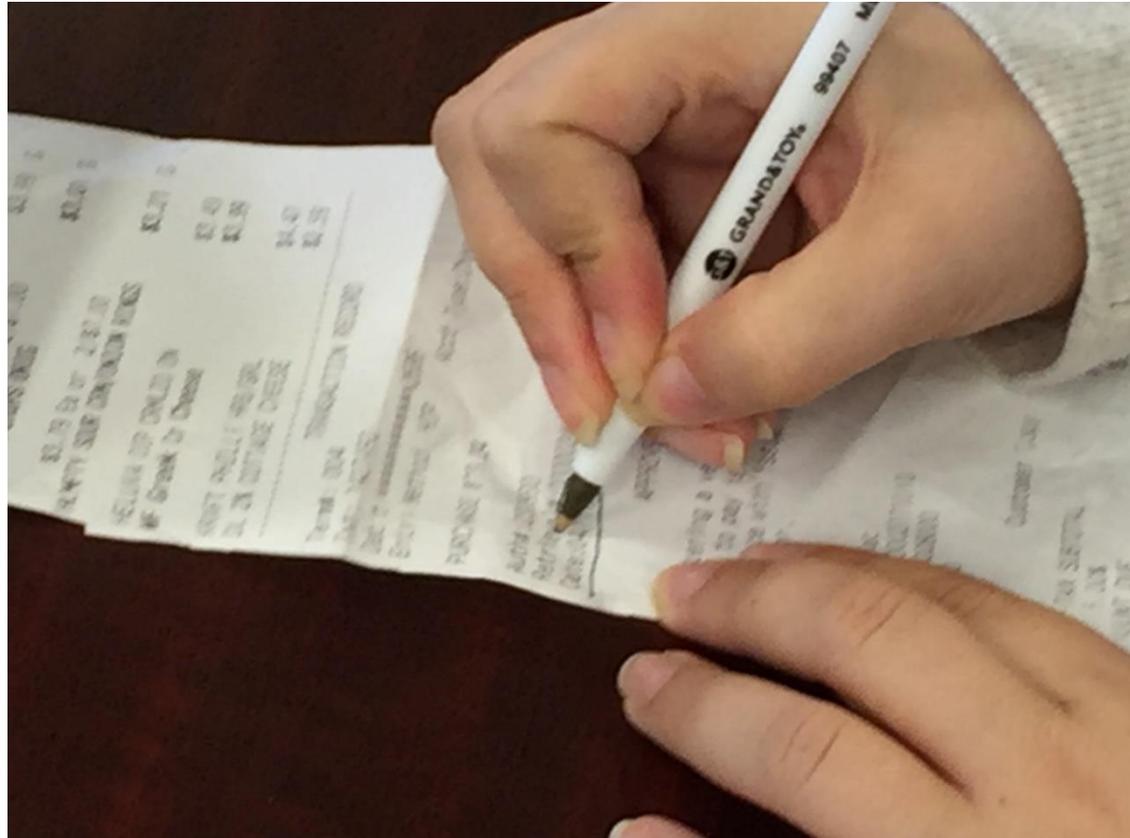
Tasks that require more than one person



Patty



Patty in Discovery



Joe

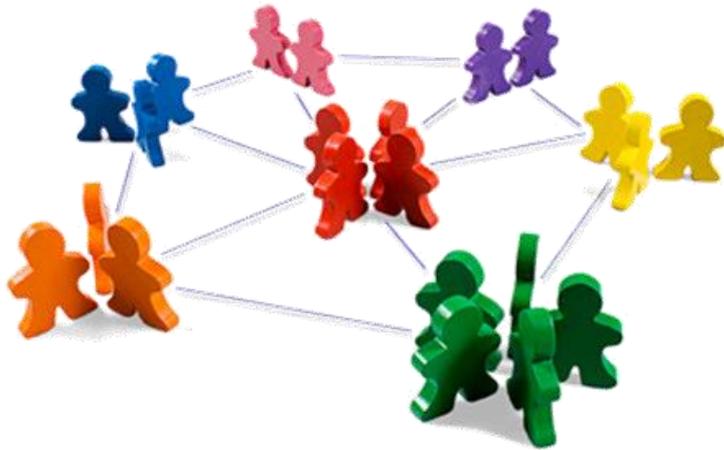


Darla



Leveraging Social Capital

Social capital is defined as the goodwill and reciprocity (give and take) inherent in relationships.



Knowing others and sharing interests, neighborhoods, cultures, ideals and/or values is at the heart of social capital.

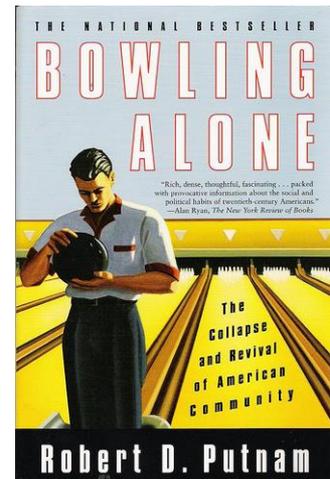
Underlays networking - purposeful connection to others for mutual gain.

Customized Employment employs methods of “warming up” job development calls.

Social Capital

Surveys in Bowling Alone by Robert Putnam:

- Data from diverse surveys suggests that at least one-half of all people get their job from a friend or relative
- An Atlanta study found that each employed person in one's social network increases one's annual income by \$1,400



Getting Connected

JOB SEEKERS

Tend to be poor

Lack mobility

Need exposure



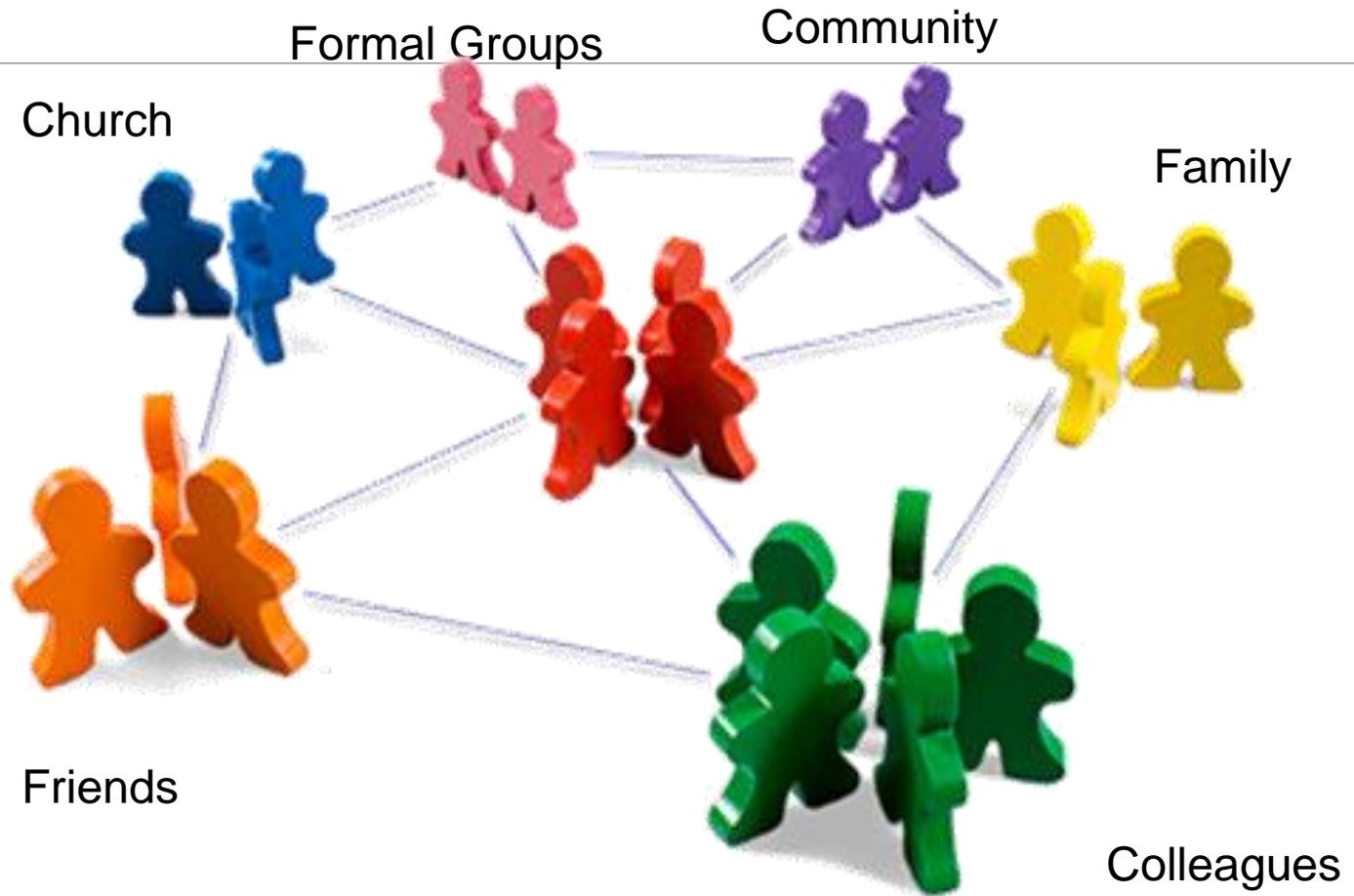
EMPLOYMENT SPECIALISTS

Programs may be isolated from mainstream business community

Programs seen as “charitable”

Employment Specialists may have few personal or professional resources for memberships in civic clubs or entertaining prospective employers

Relationship Mapping



Consider all CE Outcomes

- Negotiated Jobs
- Resource Ownership
- Microenterprise
- Business within a Business

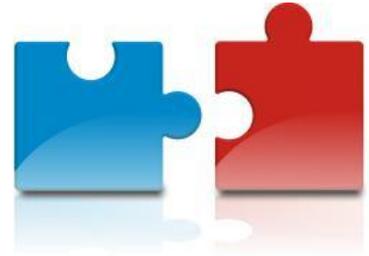


Polling Question #1 – How can we get at employer needs through informational interviews?

We can get at employer needs through (*check all that apply*):

- A. Asking about tasks that don't get done
- B. Filling out an application
- C. Asking how they might use an additional staff person if they had one available.
- D. Providing a résumé

Employment Proposals



- Use when an identified need “fits” with the contributions the job seeker brings.
- Highlight employer needs to be addressed, as well as additional information that ensures a “fit”.
- Propose employment verbally and in writing.

Employment Proposal Outline

Position proposed

How it benefits the employer

Potential employee (themes, skills, contributions)

Conditions (accommodations, etc.)

Proposed financial arrangements

Next Steps

EMPLOYMENT PROPOSAL - Shane



Theme: Environment (“litter bug”)

Strategy: Negotiated Job

Ideal conditions of employment:

- Work independently
- Flexible schedule
- No need for excessive direction
- Outside/active

Proposal to City of Springfield

Shane: "...is an "independent spirit" who is very interested in the environment and maintaining his community.

Proposed Job: On-call assistant to provide help cleaning up the city park, boat ramp, and sports park.

Benefits:

- Provides additional help at peak times/seasons (efficient)
- Prevents paying overtime (saves money)
- Consistent with City Mission

Jennifer



Jennifer's Proposal

Proposed Job: Cashier

Potential Duties: All (list) with the exception of cleaning tasks.

Potential Employee: Jennifer's career goal is to work in the area of customer service. She enjoys interacting with others and provides excellent customer service. Jennifer is very independent, and while she may need occasional support from a supervisor or co-worker, this would be limited and well defined. It is expected that Jennifer could complete all tasks, with minor accommodations, with the exception of the cleaning tasks. Jennifer would like to remain in customer service, and is not interested in working as a Pharmacy Technician.

Jennifer's Proposal, cont.

Potential Benefits to Cascade Pharmacy:

1. Provides a motivated, reliable and dedicated employee;
2. Saves money in recruiting costs by eliminating the need to advertise and interview;
3. Builds a good reputation in the community by demonstrating workforce diversity.
4. Provides an employee who is willing to work on Saturdays, and who lives nearby and can fill in on-call, as needed.

Polling Question #2 – What do you want to stress in an Employment Proposal?

- A. The job applicants experience
- B. The benefits to the employer
- C. Tax credits and other employer incentives
- D. The availability of job coaching.



Interest-Based Negotiation

1. Seeks win/win agreement.
2. A set of techniques that attempts to improve the quality and likelihood of negotiated agreement by taking advantage of the fact that different parties often value various outcomes differently.
3. Often involves a higher degree of trust and the formation of a relationship.

Handling Objections - Negotiation Tools

1. Right Hand/Left Hand
2. Feel, Felt, Found
3. Reframing



Right Hand/Left Hand

Two columns

- Left hand column – key phrases of upcoming job development discussion
- Right hand column – possible objections a specific employer may have.

Helps anticipate the objection and construct a script that anticipates concerns before they have time to solidify in the employers mind.

Examples:

Concern about management accepting a modification to the job description.

Provide examples of other carved jobs to show boss.

Offer to sketch out revised job description.

Concern about modifying the work table – others need to use it.

Addressing possible resources for paying for the modified table

How it might be helpful for other duties, and for other employees.

Polling Question # 3 - Anticipating Objections

In the example of Shane, what objections might arise:

- A. That the City isn't currently hiring
- B. That the City has never hired "on-call" workers previously.
- C. Concerns about safety.
- D. Concerns about pay and benefits.
- E. All of the above

Right Hand/Left Hand Example

Right Hand (possible objection)

The City has never hired on-call workers.

Left Hand (possible solutions)

Creative strategy to meet needs and reduce cost.

Provides help only as needed (efficient).

Offer to present idea to City Council or decision-maker(s).

Provide examples of other government agencies who have created positions.

Handling Objections: Feel, Felt, Found

FEEL – Acknowledge the employer's viewpoint

FELT – Offer that you (or other's) may have felt the same way, that is until you...

FOUND – Information that relieves the concern



Example: Feel, Felt, Found

“I understand how you **feel**. No one would want harm to come to anyone and we would not recommend Jeffrey for the job if we felt there were major safety concerns. Still, when I started working with companies on resolving their recruitment and training problems, I **felt** these concerns needed investigation and serious consideration. What I, and our many customers, **found** is that insurance premiums do not increase. In fact, safety records for people with disabilities, according to several studies conducted by companies such as the DuPont Corporation, are actually as good as or better than those for people without disabilities.”

“Reframing” Problems to Find Solutions

Reframing the negotiation uncovers other options

Reframing means changing how we look at the problem

Example:

- Problem: Co-worker complains that employee is not fast enough and team is not meeting production targets.
- Reframing could be: suggesting more effective training techniques, asking for assistance with diagnosing the problem, finding an adaptation, researching the cost of automated equipment that improves production

Survey Questions

ODEP Evaluation Questions

1. What was your overall impression of the webinar?
2. Was the webinar relevant to the work that you do?
3. How likely is it that you will use some of the information presented today?

Summary

Understanding the Job Seekers Ideal Conditions of Employment

Understanding Employer Needs

- Continued use of Informational Interviews
- Use of Social Capital
- Consider all potential CE outcomes

Actively Propose Employment!

Use Interest-Based Negotiation techniques to anticipate potential objections and provide additional information

Contact Information

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