



Tools for Effective Job Search and Networking with Employers

Training unit 3

Leonardo da Vinci partnership project
„Euro Job coach“

2011-2013

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Tools and methods to prospect and coach recruiters

Target group

Disabled actively looking for a job with professional experience

Objectives and context (if applicable)

- Professional skills assessment
- Employer's prospecting
- Job opportunities searching
- Secure people in jobs

This tool is tailored for employers keen on preparing themselves on recruitment sessions. The elements introduced in this part are used by the job coach to sustain employer's recruitment activities, and they are building up around the following steps:

- Step 1: potential candidates computerized data base,
- Step 2 : employers computerized data base,
- Step 3 : prospection of employers,
- Step 4 : negotiation with employers on job offers,
- Step 5 : closing up job vacancies,
- Step 6 : technical support on recruitment sessions,
- Step 7 : follow up agreement signature.

The overall aim is to provide job coaches with effective tools to foster its working activities.

Instructions and methodological approach

Step 1

data base on professional skills assessment

Step 2

data base on employers information.

Step 3

strategic policy on employers' prospection

Step 4

job offers negotiation.

Step 5

job offers matching

Step 6

recruiters' technical and juridical support.

Step 7

job contracting monitoring to secure the recruited person through time

Materials

- Digital data base to collect and exploit actions done and to be taken with employers and beneficiaries.
- Journal to record all coaching actions done with employers and beneficiaries.
- Digital tools, software, Internet access, telephone equipment.

Feedback and evaluation

- 15 years professional experience
- 450 disabled job placements per year
- 600 targeted and contacted employers per year

Sources (Web-links, bibliography)

Not available on web or library

Attachment

- Methodological booklet,
- Follow-up journal of actions,
- Copy of an Internships agreement document and of an intent letter

Attachment N.1 “Job Coach Services for employers”

Job-coach does:

- get the beneficiary ready for a job negotiation,
- prospect and advise recruiters on benefits,
- help employers to define and prepare, in better terms, the recruitment sessions,
- coach and monitor the professional integration of beneficiaries.

If the job coached person is a disabled one, then s/he does:

- get the employers up-to-date with the legal measures in force ,
- raise awareness on disabled workers,
- Suggest a list of organization, specialists or institutions capable to provide support to leap over disabilities obstacles (sign language translator, ergonomist...)
- Work out technical solutions to improve the working situation of the person to be employed.

Prospecting methods

I –Essential steps to succeeding in a recruitment process

1. Candidate skills and capacities assessment (Profile assessment: possible jobs, experiences . and skills, working conditions)
2. Employer prospecting (Employer profile assessment, human resources contact)
3. Employer meetings (Employment legal information, company profile assessment, recruitment needs analysis, service offer)
4. Job offer content (Position, missions, actions to be taken, required skills, working conditions...)
5. Setting up of the required job profile (Technical knowhow, required skills, salary...)
6. Candidate selection (CV analysis in accordance with the required profile)
7. Recruitment back up (Setting up of the job access conditions, possible benefits to be called)
8. Job monitoring (Professional integration facilitating actions, call for specific benefits...)

Job coach required skills

- to be able to assess candidates skills and competences
 - to be capable to persuade employers
 - to succeed in maintaining people in job
-

Step 1: Candidate skills and capacities assessment.

Through face-to-face meetings the job coach assesses the professional profile of each candidate s/he takes in charge. The so defined profiles are digitalized on a database to be effectively exploited at any time.

The database provides all kind of on-demand inquiries and on all candidates. It helps to quickly match the given information with job offers or vacancies.

ENTERING CHART FOR JOB SEEKERS

Name _____ Surname..... Date _____
 Available for a job: yes no Starting from:.....

Type of job						
Date	Job	Wishes yes/no	Already practiced yes/no	Expiration yes/no	Expiring date	Obsolete yes/no

Possible working contract block release contract with benefits irrelevant temporary work NI (no information)

Working shifts: 2x8 3x8 5x8 afternoon irrelevant day-time mornings nights regular changeable Week-ends NI (no information)

Type of contract: short-term contract of employment permanent contract of employment temporary work NI (no information)

Time schedule: Irrelevant part time full time half time NI (no information)

Weekly maximum working hours...

Working area:	tick	Working area:	tick
Services – administrative - supportive		Car - bike repairing	
Financial - insurance ;		Building	
Real-estate		Teaching	
Scientific – technical -		Hotel - catering	
Public administration		Manufacturing	
Forestry -		Mining	
Fishing		Information and communication	
Arts – dinner and floor show		Water and pumping services	
Other services		Gas and electricity production and distribution,	
Transport - stocking		Health and caring	
House holding			

Driver's licence: NI A A1 B BE C C1 C1E D D1E DE All driving licence

Unfit under suspension no driving licence date of expiring: ...

Transportation: accompanied motorbike bicycle

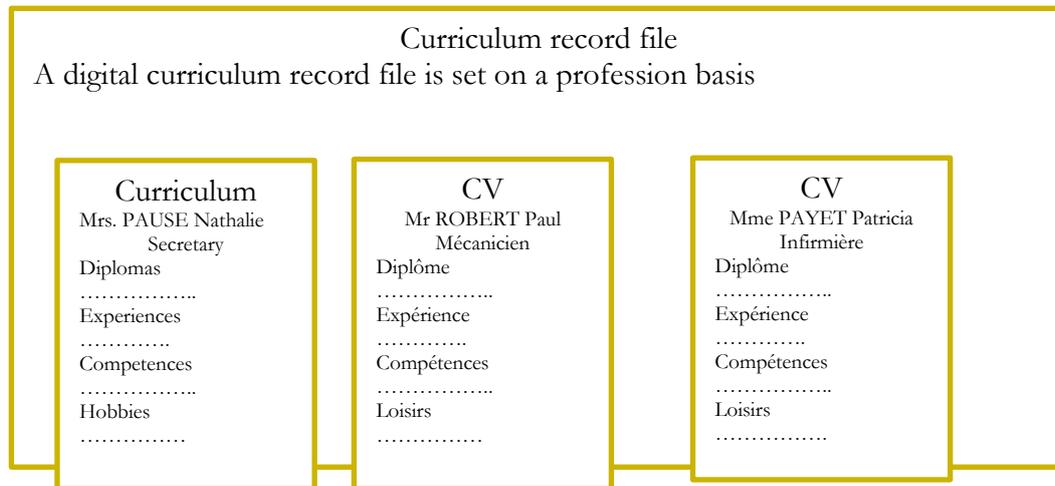
No transportation mode public transports specific transportations car NI

Mobility NI any areas accepted no mobility + 10 km from residence

+ 20 km from residence + 30 km from residence close to residence regional town

Step 2: Setting up of a curriculum record file

A digital curriculum record file enables to adjust, transfer, e-mail and check any curriculum at any time.



Step 3: Employer's tracking

a) Using of a digital employer data base

Employers are identified per geographic area on a digital employer's database available for any job-coach. The French National Statistics and Researches Institute (INSEE) sells this data. The employer's database contains the following information.

Company registration number	Activity list	Corporate name	Address	District	Workforce	Setting up date

Enquiring in the data base can be done on different criterions basis:

- District
- Workforce
- Activity list
- Corporate name

b) Enquiries of employer's for e-mail address and telephone numbers.

The free of charge 'Yellow Pages' provides a large quantity of information on companies: telephone number, e-mail addresses, postal addresses, web sites, and so on. Job coaches may use them to complete its enquiries actions.

Step 4: Main prospecting methods

Digital data bases can be exploited to prospecting any employers through different techniques.

The main ones are:

Methods	Main aims	Terms
Mailing	Target a large number of employers on projects or employment policies.	-Information letters -Brochures on employment benefits, services, projects...
Phoning	Get a face-to-face appointment.	-Call to introduce one-self, briefly explaining aims and stakes of the call, get an appointment.
Company visiting	Negotiate a joint recruitment action	-Company visiting - organization analysis to collect information on job vacancies and working conditions... - Set practical cooperation actions and introduce services and offer terms.
Seminar and conferences	Raise awareness and inform on employment policies.	-Use supports such as movies, power points, witnessing ...to introduce services and offer terms. -Hand out brochures or pamphlets to illustrate employment benefits, things to know, and services and offer terms... -Provide technical information sheets to list addresses and telephone numbers specialists.

Sample Letter to inquiry a potential employer

Jobs are not always advertised in the papers. In many companies the best and most interesting jobs are never advertised at all, because employers use other methods of finding their staff. This does not mean that an employer won't be interested in getting information on opportunities or benefits that can be applied if a disabled (for instance) is hired. Herewith, a sample of a letter of inquiry to a potential employer. In order to stand out letter should be customized to the employer.

SAMPLE PROSPECTING LETTER

Dear Mrs. / Mr.

The development of your company requires a permanent effort to seize opportunities and challenges, once it comes to recruitment. You will certainly have to hire sooner or later a disabled person. As a matter of fact, having more than 20 employees the law in force compels you to hire at least a disabled person.

Our organization, **CAP EMPLOI** can assist you in employing the right person, according to its motivation, skills and records.

To call on us means to get:

- advices on recruitment strategies and or on how keeping people in job.
- a personalized technical support to look and select the right candidate.
- a customized service to get a candidate fitting for the job.
- an administrative support to collect the employers' benefits.
- an effective help to integrate the selected candidate in your company.

Cap Emploi operates on a free of charge basis. A job coach can be at your disposal, on-demand. In the past two years 550 entrepreneurs trusted our services when they had to recruit a disabled person. They all got the right people to do the job, in their companies.

Therefore, feel free to contact us any time; there will always be someone to take care of your necessities.

Thank you very much for considering our offers, and looking forward to meeting you soon,
Sincerely

Job coach

State benefits to disabled employers

Access to job contract

Type of contract

Short or long term contract: minimum 12 months and 16 weekly hours

BENEFITS:

- 305,00 euros per month on a fixed rate basis,
- Exemption of pension and health contribution fund if the salary is not exceeding 30% of the current minimum hourly wage

Benefits are given on the following conditions:

- Permanent contract : up to 24 months,
- Permanent contract : up to 30 months if the person collects family benefits,
- Temporary contract: all way through.

Documents have to be filled in before signing the contract.

Job coach telephone number and postal address:

SAMPLE PROSPECTING LETTER

To be addressed to private company employing disabled.

Mrs. / Mr.

25th February 2005 law applies to your company on disabled employment matters, since you have already reached 20 employees, at this stage.

With the present letter, we like informing you that you can benefit from the support of our specialized staff on disabled employment and recruitment processes. CAP EMPLOI has the possibility to inquiry a large number of candidates, via a digital data base, and offer you, on a free of charge service, the possibility to match the right person for the job you may provide.

We also like to underline that your company can entitle to State employment benefits once you decide to employ a disabled workforce.

Feel free to contact us, there will always be someone to help you through.

Thank you very much for considering our offer, and looking forward to meeting you soon,
Sincerely

Job coach

Dear Mrs., Mr.

We are happy to get in touch with you, once again, to present our new services and offers on disabled employment incentives.

The development of your company requires a permanent effort to seize opportunities and challenges once it comes to recruit your staff. You will certainly have to hire, sooner or later, an employee. You are also concerned with the need to employing the right skilled profiles, men or women.

CAP EMPLOI team stays at your disposal to support your choices, your strategies, and your decisions, in the field of recruitment

CAP EMPLOI is a state appointed organization specialized on disabled job seekers, job counseling, recruitment strategies, job monitoring and legal benefits to be claimed.

CAP EMPLOI can assist you in employing the right person (according to motivation, skills and records) so that you can get:

- advices on recruitment and or on keeping people in job.
- a personalized technical support to look and select for the right candidate.
- a customized service to prepare the candidate before entering the job.
- an administrative support to collect the employment benefits.
- an effective help to integrate the selected candidate in your company.

Cap Emploi operates on a free of charge basis. A job coach can be at your disposal, on demand.

In the past two years 550 entrepreneurs trusted our services when it came to disabled recruitment. They all got the right people to do the job, in their companies.

More information on services, offers and assistance can be directly obtained by contacting our permanent staff, by phone, e-mail or just addressing your request to our office.

Thanking you for your kind attention, we stay still at your disposal for any further information you may require,
Sincerely

Attachment N.2 “Employers networking tools”

A-Employers’ networking follow up form

Digitalized or on a paper support the employers’ networking follow up form is filled in by job coaches. Its purpose is to keep all useful data to carry out different surveys or inquiries to respond or suggest right job seekers profiles to employers. The scope is also to improve best practices and assess the performance and the impact of all actions taken.

IDENTIFICATION	
Date :	Company name :
Employer serial number :	
Head quarter address:	
City :	Fax :
Postal Code :	Telephone number :
Country:	Mobile number :
E-mail :	Pager :
Legal status : LLC <input checked="" type="checkbox"/> ONE MAN BUSINESS <input checked="" type="checkbox"/> ASSOCIATION <input checked="" type="checkbox"/> ADMINISTRATION <input checked="" type="checkbox"/> LOCAL AUTHORITY <input checked="" type="checkbox"/> CRAFTSMAN <input checked="" type="checkbox"/> OTHERS <input checked="" type="checkbox"/> :	Company registration number Sector : Workforce : Disabled workforce :
Company prospector: Job coach <input checked="" type="checkbox"/> Jobcentre <input checked="" type="checkbox"/> Others: <input checked="" type="checkbox"/>	

RECRUITMENT MANAGEMENT AND EXISTING JOBS
Preferred way to candidate : Competitive examinations <input checked="" type="checkbox"/> curriculum <input checked="" type="checkbox"/> cover letters and curriculum <input checked="" type="checkbox"/> Personal interview <input checked="" type="checkbox"/> References <input checked="" type="checkbox"/> Telephone <input checked="" type="checkbox"/> Others <input checked="" type="checkbox"/> :
Preferred selective way : Recruitment office <input checked="" type="checkbox"/> group meetings <input checked="" type="checkbox"/> Internet <input checked="" type="checkbox"/> Others <input checked="" type="checkbox"/> Public announcements <input checked="" type="checkbox"/> Internships <input checked="" type="checkbox"/> already worked in the company <input checked="" type="checkbox"/>
Main company activities:

CONTACTS	
Name :	Name :
Contact person : yes <input checked="" type="checkbox"/> no <input checked="" type="checkbox"/>	Surname :
E-mail :	Phone number. :
Fax :	Remarks :
Other contact persons:	

Offered services (<i>prospecting codes</i>)					
SEMO : contacted company					
SEM1 : advices and information on disabled employment policy.					
SEM2 : raising awareness on disabled employment addressed to employers and staff.					
SEM3 : disabled recruitment consulting					
SEM4 : recruitment support for disabled hiring process					
SC2: employed persons follow up					
Action codes : 1 : job matching - 2 : contract signing - 3 : offer or service provided - 4 : beginning of an activity					
5 : training matching - 6 : beginning of training - 7 : contact - 8 : administrative or financial follow up					
Job coach	Company contact	Action code	Operational mode	Date/length	Results
Mr PAYE T Julien	Mr DUPONT Albert	SEMO	Mailing	6/10/2012	Employer request

B –job vacancies collecting form

The job-vacancies collecting form provides useful information to deal with employers requests and to select candidates.

Information may be registered on a digitalized data base.

GENERAL POINTS

Collecting date :	
Job coach :	Vacancy code :
Origin of the offer : Job coach <input checked="" type="checkbox"/> partners : <input checked="" type="checkbox"/> specify :	company <input checked="" type="checkbox"/>
Employer :	
Person to be contacted :	offer due on :
Permanent offer : yes <input checked="" type="checkbox"/> no <input checked="" type="checkbox"/>	jobs quantity :
Actual situation of the vacancy : active <input checked="" type="checkbox"/> pending <input checked="" type="checkbox"/> inactive <input checked="" type="checkbox"/>	

JOB DESCRIPTION

Job codification	Job title :
Type de contract : Temporary <input checked="" type="checkbox"/> Permanent <input checked="" type="checkbox"/> work and study <input checked="" type="checkbox"/> temping job <input checked="" type="checkbox"/>	
Wage :	Benefits :
Length : Full time <input checked="" type="checkbox"/> Part time <input checked="" type="checkbox"/> half time <input checked="" type="checkbox"/> irrelevant <input checked="" type="checkbox"/>	
Duration :	Weekly hours :
Time schedule :	Place :
Mobilyty and way to get there :	

Job description : (functions, missions, tasks, responsibilities...)

REQUESTED PROFILE

Experience :	Info's : 1st job <input checked="" type="checkbox"/> high experience <input checked="" type="checkbox"/> no experience needed <input checked="" type="checkbox"/>
Qualifications and training :	
Education level : VI <input checked="" type="checkbox"/> V bis <input checked="" type="checkbox"/> V <input checked="" type="checkbox"/> IV <input checked="" type="checkbox"/> III <input checked="" type="checkbox"/> II <input checked="" type="checkbox"/> I <input checked="" type="checkbox"/>	
How to candidate : competitive examinations <input checked="" type="checkbox"/> curriculum <input checked="" type="checkbox"/> cover letter <input checked="" type="checkbox"/>	
e-mail <input checked="" type="checkbox"/> Hand out <input checked="" type="checkbox"/> Phoning <input checked="" type="checkbox"/>	
Demedanded profile :	

Job offer follow up		
Expiring on :	Job due on :	Cancelled : <input checked="" type="checkbox"/> given reason:
Contact journal		
Date	Actions	

MATCHING FOLLOW UP			
DATE	CANDIDATE NAME SURNAME	RESULTS	COMMENTS

WORKING CONTRACT					
NAME	JOB	TYPE OF	FROM	TILL	POSSIBLE
SURNAME	POSITION	CONTRACT			BENEFITS

FOLLOW UP OF A TRAINING BEFORE CONTRACTING						
Job	NAME	TRAINING	FROM	TILL	FINANCEMENT	TRAINING
coach	SURNAME	UNIT			ADJUSTMENTS:	CENTER
		NAME				NAME

C-WORKING ENVIRONMENTAL ANALYSIS FOR DISABLED PERSONS

The following form deals with the working environment of the disabled person. Throughout this document a job coach can report all information that contributes to set up a complete medical instructions sheet. The aim being to get the disabilities of the workforce fitting with the offered working conditions, or to suggest essential structural adjustment measures.

I – Offered job physical conditions

POSTURE : sited Standing Bent Rotation arms lifted up kneeling down
others

MOVING: YES NO STARIGHT ACCESS STAIRS LADDER REGULAR
IRREGULAR FLOOR

WEIGHT CARRYING : less of 10 kilos 10 to 24 kg 25 kg and + __periodicity of
maintenance (% of working shift) : _____

VIBRAITING TOOLS HANDLING : YES NO

VEHICULE DRIVING, TRUCK, CADDY, TROLLEY : YES NO if yes, tools used
by : _____

All time Regularly Intermittent Simple tasks Complex tasks

AMBIDEXTROUS MOUVEMENTS : YES NO

MANUAL WORK : accuracy simple movement

DANGEROUS WORK : YES NO

SPECIFICATIONS : _____ Safety areas : YES NO

WORKING ENVIRONMENT :

Noise:	YES <input type="checkbox"/>	NO <input type="checkbox"/>
Spotlight:	YES <input type="checkbox"/>	NO <input type="checkbox"/>
Toxic products*:	YES <input type="checkbox"/>	NO <input type="checkbox"/>
Skin irritants*:	YES <input type="checkbox"/>	NO <input type="checkbox"/>
Long irritants*:	YES <input type="checkbox"/>	NO <input type="checkbox"/>
Cold temperature:	YES <input type="checkbox"/>	NO <input type="checkbox"/>
Hot temperature:	YES <input type="checkbox"/>	NO <input type="checkbox"/>
Outside work:	YES <input type="checkbox"/>	NO <input type="checkbox"/>
Visual impairs access :	YES <input type="checkbox"/>	NO <input type="checkbox"/>
Deaf impair access	YES <input type="checkbox"/>	NO <input type="checkbox"/>
Physically disabled access:	YES <input type="checkbox"/>	NO <input type="checkbox"/>

*specify

II – PSHYCHOSOCIAL AND ORGANIZATIONAL RISKS:

SHIFTS regular: YES NO irregular: YES NO Specific rhythms YES NO If yes, specify? _____

Assembly line work: YES NO Keep up rhythms: YES NO

PSHYCHOSOCIAL PRESSURES

Isolated workstation YES NO

Team work : YES NO

Front office : YES NO

Supervised work : YES NO

Continuously partially useless

Telephone contact : YES NO

Initiative taking job :YES NO

Repetitive tasks : YES NO

Job with responsibilities YES NO

Illiterate person for the job, YES NO

COMMENTS: In need of a training, career possibilities...

Attachment N.3 “JOB OFFER MATCHING METHODS”

Job offer matching

Step 1: input on the data base of job seekers profile.

Step 2: input on the data base of job vacancies.

Step 3: inquiry of right candidate on the digitalized data base according to different criteria: wanted job, educational level, etc...

Step 4: Curriculum analysis in accordance with job vacancy requirements.

Step 5: Selection of best suitable candidates according to the job vacancy.

Step 6: contact by phone the selected candidates or gather them for a previous explanatory meeting on the job vacancy requirements. Collect of the necessary elements to apply (cover letter, copy of the diplomas...).

Step 7: Submission of curriculum and cover letters to employers by e-mail or mail.

Step 8: Back up of the all recruitment process, both with the employer and the candidates. Bring about all complementary elements of the candidatures.

Step 9: Technical support to employers to obtain state legal benefits.

Step 10: Sign a post contract follow up agreement.

Complementary information on medical contraindications may be brought about when it comes to disabled persons

Name/Surname	Type of job	Disability	What can not be done
PAYET Olive	Secretary	Incapacitating illness	Provide important physical efforts
GRONDIN Albert	Cleaning employee	Physical	Work on ladders and scaffoldings. Carry heavy items.

Job coach required skills in an assisting recruitment procedure

- Look for essential information
- Collect useful information
- Match the right information with employers' requirements
- Sum up important information.
- Negotiate with both employers and candidates
- Sign agreements.

Attachment N.4 “IN JOB FOLLOW UP”

Job coaches negotiate a post contract signing agreement to assure the follow up of the placement. The follow up agreement can be tailored according to the beneficiary and company specific requirements.

Step 1: POST CONTRACT SIGNING FOLLOW UP AGREEMENT SAMPLE

This post contract signing follow up agreement is made effective as of, by and between

At one side,

Company -address Phone. :, Fax :, e-mail :
.....,

Represented by Mrs. / Mr.Job-coach :

And at the other side,

Company -address
Phone. :, Fax :, e-mail :,

Represented by Mrs. / Mr.

Therefore, the parties accept and agree as follows,

Set a professional integration plan in favor of :

Name and surname of the newly employed person

On the following basis :

Duration : **6 months**

✓ Starting date : **18/07/2012**

Ending date : **17/01/2013**

With the following communication requirements :

In job visits: Frequency : 1 visit

Phone contacts: Frequency: 2 calls

In order to deal with the following matters:

Sizing of the professional integration of the newly employed person, on its job. Emphasis will be stressed on disabilities matching with the given tasks and the environment.

Sizing of the professional integration of the newly employed person, on its job. Emphasis will be stressed on skills and competences matching with the given tasks and the environment.

Job coach agrees to get committed as follows

- o Assures the newly hired person coaching and follow up, especially when it comes to professional difficulties linked to disabilities, in accordance with the company.
- o Surveys a precise diagnosis of the above mentioned difficulties especially when it comes to the adequacy of the given job tasks and the disabilities. The job coach will submit written proposals both to the company and to the person. The entire proposal has to bring about possible solutions, applicable in a short time. Proposals can also consider equipment's' adaptations or change in the organizational process and even on training. All has to aim to improve the beneficiary professional integration and her / his performance.
- o Get work doctor medical advices to be sure to submit adequate proposals, in accordance with the person disabilities.
- o Call for specialists when it comes to visual impair persons or deaf people.
- o Provide a technical supportive service aiming at obtaining financial compensations to implement all the submitted proposals.
- o Write a final report to the attention of the employer,

The employer agrees to get committed as follows

- o Facilitate the work of the job coach, and all specialists or experts that have to be involved.
- o Inform and involve the beneficiary of the agreement.
- Inform the job coach of all changes that may occur concerning the beneficiary of the agreement throughout the all period of time of the present agreement.

Date , Place

The employer:

The Job Coach:

STEP 2 : Professional integration monitoring tools

Professional integration monitoring can last up to 6 months. Different operational modes can be applied: company visits, phone calls, e-mailing...

The purpose is to make sure that the efficiency of the professional integration. If any difficulty in the process of professional integration is pointed out, either by the employer or by the employee, then the job coach is informed. The job coach will have to work on possible adjustments, advices and technical solutions. All the efforts will be taken to make sure that the employee stays in job, at the best possible conditions. The job coach can also call for an expert (an ergonomists, for instance, if the workstation has to be reshaped according to the disabilities of the beneficiary).

JOB COACH :
ending date

Monitoring chart : starting date:

BENEFICIARY NAME AND SURNAME :

Job held:				
Profession	Type of contract	Starting	Ending	Employer

Diagnosis of the professional integration process

Phase A	Personal adjustment to the working organization			
	DATE :			
Degree of satisfaction	High (+)	Low (-)	In between (+/-)	Type of difficulties
Are you satisfied of your working environment?				
In other terms, how do you feel about:				
- working conditions				
- tasks and missions				
- working relationships				
- management				

Phase B	Personal adjustment to the working organization: trial period			
Degree of satisfaction	High (+)	Low (-)	In between (+/-)	Type of difficulties
Are you totally aware of all the tasks and mission you have to accomplish?				
Are you totally aware of what exactly is expected from you?				
Can you keep up the pace?				
Do you meet any manager to check if what you do does correspond to what is expected?				
Did any one already greeted you for the quality of your work?				
Did any one already pointed out that you made any mistake?				
When asked do you get colleagues' support?				

Have you got the feeling that your competences are all exploited in the job?				
Do you think you are skilled enough for the job?				
Did any change already occur in your job? Was it you at the origin of it? Was it someone else at the origin of it ?				

Trial period final report (by the job coach)		DATE :
What does seem to be positive? What does seem to be a problem?		
Actions to be taken		

Phase C	Personal organization and working access			
Degree of satisfaction	High (+)	Low (-)	In between (+/-)	Type of difficulties
Have you got any personal organisational problems since you started working?				
According to your shift?				
In relation to your transfer?				
In relation to your mobility?				
In relation to your children (if any)?				
In relation to your children's schooling?				
In relation to the expenses linked to? Transportation? Food? Accommodation? Kindergarten? Others: ;				

Questionnaire for disabled job coaching

Phased D	Disabilities and work adequacy			
Degree of satisfaction	High (+)	Low (-)	In between (+/-)	Type of difficulties
Have you had any working difficulty due to your disabilities?				
Are your colleagues aware that you are a disabled?				
Does your direct supervisor know the counter indications linked to your disabilities?				
Is there any adjustment already in?				

Phase E	Skills and work adequacy			
Degree of satisfaction	High (+)	Low (-)	In between (+/-)	Type of difficulties
Have you had any difficulties in your job due to your competences?				
Did any one pointed out any lack of competences in your job? Colleagues? Hierarchical supervisor?				
Are your skills correctly employed?				
In your opinion your skills are suitable for the job?				
Did any professional adjustment occur? Because of your sayings? Because of others' sayings?				

JOURNAL OF ALL MONITORING ACTIONS

Dates	Professional activities observations	Coaching suggested measures	Main results	Name of the specialist

Final report of the monitoring actions : results – barriers – suggestions (after each month, for instance)

Fitted to disabled: monitoring of adjustments proposals

Tools adjustment:

- Technical:
- Specific:
- Access:..
- Transportation:..
- Safety measures:
- Others:

Shift adjustment:

- Part time:
- others:.....

organizational adjustments:

- Teleworking :
- Tutoring supported work:
- Team work:
- Others :

Specific measures:

Job coach	Name of the offer	Starting on	Finishing on	Financial measure	Training centre

STEP 3 : End of coaching process

The end of the coaching process is marked by a letter addressed to the employer and to the beneficiary the job coach write all collected information on the personal follow up journal of the beneficiary and puts the elements on the digital data base.

REASONS OF THE END OF FOLLOW UP PROCESS:	Tick	Date
6 months contract or more (still in job)		
Resigned		
Fired		

Local network analysis and job placement

Target group

Unemployed people belonging to disadvantaged area.

People with disabilities.

Objectives and context (if applicable)

To build a permanent link with local companies.

To analyze and evaluate the working context.

To identify specific tasks that will be carried out by our client in the company.

To monitor and supervise the job placement phase.

To evaluate our work in the job placement process.

Application context

This path, that has been experienced in projects addressed to disabled people, is focused to build a local network and to job placement.

Instructions and methodological approach

Step 1 – Building a local network for job placement.

This step is addressed to identify local actors (not only companies) that will operate and have a role in job placement.

This activity can be carried out filling in the form nr 1 (attachment nr 1) and specifying each partner role in job placement.

Step 2 – Searching for companies

To increase the number of companies in our network, it is possible to use the form nr 2 (attachment nr 2), a guideline document for a phone interview to enterprises.

The aim of the interview is to collect preliminary information about companies. This phone call can be anticipated by a presentation letter in order to present you and your work.

The phone interview is organized in closed-ended questions that provide different alternative answers.

The interview is organized in 4 main areas. The collected data can be processed to build a database.

First part – COMPANY INFORMATION. The aim of this part is to collect all the technical data about the company, including the name of the people in charge of the project.

Second part – MAIN FEATURES OF JOB OFFER AND/OR VOCATIONAL TRAINING STAGE In this part of the tool, we can collect specific information on job offer, job duties and working environment.

Third part – FEATURES OF THE APPLICANT, this part wants to design a whole picture of the worker that the company is looking for in order to meet its requests. This part is aimed at focussing technical, social and personal competences requested by the company. An interview with the company will follow in order to focus on job duties (step n. 3).

Fourth part – FINAL NOTES is aimed at collecting particular additional information about the company. It is a space where you can write down, at the end of the screening, the reasons of your choice and the reason of why you have refused a company.

Step 3 – Analysis of the job requested by the company

This phase is aimed at analysing the tasks requested by the company through a job interview/ talk with the employer; during the job interview you can use the forms attached.

Attachment n. 3 – Manual labour

Attachment n. 4 – Store man and similar jobs

Attachment n. 5 – Clerical work (office work)

Step 4 – Job Placement

After the matching employer/employee (the right person for the right job), we can divide the job placement pathway into 4 steps:

Phase n. 1 – Job placement process

The Job Coach (or the tutor) is in charge of awakening the company and its employees on the new arrival, through a short visit to the company.

After that, he/she presents to the new worker, the company, the job and its tasks, the working hours and paid leaves ecc.

Phase n. 2 – Training to job (on the job)

The Job Coach works with the client on the job for a limited period of time; this training will be more intensive at the beginning and in some cases the training on the job will last for all the working hours. Generally after this intensive start, the training will be gradually reduced. The length of this training varies according to the person involved and his/her tasks on the job; the training method and learning strategies also differ from person to person that is to say each training pathway is tailor made.

Phase n. 3 – Evaluation and supporting measures

The quantity and quality of the work of our client can change every day and every week as they will depend on some internal elements (difficult moments in life, worsening of physical and families issues, behavioural problems) and external elements (changes in working tasks, in working environment, in working team).

The job coach and the tutor should use some forms (attachment nr 6 and nr 7) to monitor the working performance of our client.

The “Job coach evaluation forms” are filled in daily at the beginning and afterwards less frequently as well as his/her support to client.

The “Job tutor” form are filled in sometimes weekly, sometimes every fifteen days or following a schedule agreed with the job coach.

Phase n. 4 – Follow Up

Some indicators, regarding independence in working activities, have been studied; a careful analysis of these indicators can help us to decrease the activities of support for our client and to restrict the job coach intervention on the job; thus the job coach will be in charge of checking these indicators regularly:

- The client performs a good work for a long period of time (some months)
- No problems/no issues are reported by the job tutor
- the relationships with colleagues are good
- his/her punctuality, the number of his/her working breaks, his/her paid leave are acceptable.

You can use a specific form (attachment nr 8) to verify these indicators.

Materials

Forms attached.

Feedback and evaluation

Number of successful job placements.

Number of local agencies involved in the network.

Sources (web-links, bibliography)

- Job placement for people with disabilities. Survey on networking in the provinces of Bologna, Ferrara e Ravenna edited by AECA. Progetto META, 2002
- Dall'esperienza un sapere possibile edited by AECA. Progetto Lavor.Abili, 2004

Attachment N. 1 “Building a network among all local actors”

Formal network				
Some formal documents (agreements and protocols) and a permanent coordination are needed.				
Agency	Role / activity in job placement	Contact person	Contacts	Comments
Example Vocational training centre	<ul style="list-style-type: none"> • Vocational training pathway • Individual vocational training stage • Support to job insertion on the job 			
Example Employment agency	<ul style="list-style-type: none"> • Analysis and recommendations on job offers • Management of companies data base • Matching employers to employee/ job seekers 			
Informal network				
Some uncontrolled links, no permanent coordination.				
Agency	Role / activity in job insertion process	Contact person	Contacts	Comments
Example Voluntary association	<ul style="list-style-type: none"> • Support to family • Free time activities 			

DO YOU HAVE SOME COMPANY TRANSPORT FOR THE EMPLOYEES?

YES

NO

IS THE COMPANY WELL SERVED BY PUBLIC TRANSPORT ?

YES

NO

If yes, please explain _____

DO YOU HAVE SOME ACCOMMODATIONS FOR YOUR EMPLOYEES ?

YES

NO

THERE WILL BE SOME OPPORTUNITIES OF RECRUITMENT IN YOUR COMPANY IN THE NEXT FUTURE? (in case of vocational training stage)

If yes, for what kind of task? _____

Are you willing to let our client attend some training courses on the job?

YES

NO

THIRD PART – FEATURES OF THE CLIENT

KIND OF DISADVANTAGE ACCEPTED BY THE COMPANY

physical disability

sensory disability

Mental health disability

social uneasiness

family uneasiness

ex prisoners

prisoners admitted to external work

drug addict subjected to detoxification treatment

alcohol addict submitted to detoxification treatment

indifferent

other _____

EDUCATION:

Compulsory education _____

Secondary school certificate _____

Graduate in _____

Vocational training certificate _____

Other education _____

SKILLS AT THE BEGINNING OF THE PATHWAY

Linguistic skills

High	medium high	Medium low	low
------	-------------	------------	-----

Computer skills

High	medium high	Medium low	low
------	-------------	------------	-----

Technical skills

High	medium high	Medium low	low
------	-------------	------------	-----

Personal and social skills

High	medium high	Medium low	low
------	-------------	------------	-----

Others

High	medium high	Medium low	low
------	-------------	------------	-----

The desired age of the applicant should be from.....to.....

PREFERENTIAL NATIONALITY:

Italian

Extra EU

the same (it is not important)

Do you require a previous job experience ?

YES

NO

If yes: in the same sector

not necessarily in the same sector

Driving licence :

yes

no

preferable

Does this work require to have a own car?:

yes

no

preferable

FOURTH PART – FINAL NOTES

ADDITIONAL NOTES:

THE COMPANY HAS BEEN SELECTED BECAUSE

THE COMPANY HAS BEEN REFUSED BECAUSE.....

Attachment N. 3 “Manual labour”

The applicant could be a disabled person

COMPANY:

Job description:

Accessibility

YES

NO

Working hours

from

to

Work shifts

YES

NO

Learning

1. Theoretical knowledge

YES

NO

If yes, please explain which knowledge

2. Technical knowledge (please specify at what level)

(eg: models to be produced)

min. max.

3. Using work equipments to shift items

YES

NO

Practical skills

4. Space orientation

YES

NO

5. Working outside

YES

NO

6. he/she can move quickly

YES

NO

7. Bending, using ladders, climbing stairs

YES

NO

8. Physical strength

YES

NO

9. Hand-eye coordination

YES

NO

10. Both hands must work at the same time for different tasks

YES

NO

11. Check his/her own work

YES

NO

12. Working in standing position YES NO
13. Hard work YES NO
14. Using dangerous equipments YES NO
15. Dangerous working conditions YES NO
16. Number of steps in working process _____
17. Possibility to break up into phases his/her duty YES NO
18. A change in working duty is required YES NO

If yes, how often?

- Every six months Every month Every 15 days Weekly

19. Number of possible jobs

20. Need of initiative YES NO

List of things the applicant will be responsible for

Behavioural skills

21. Dealing with customers/clients

Every month Every fifteen days weekly daily

22. Relationships with colleagues

Not requested Rarely requested and frequently

Additional notes on relationships:

Attachment N. 4 “Store man and similar jobs”

The applicant could be a person with disabilities

COMPANY:

Job description :

Accessibility YES NO

Working hours from to

Work shifts YES NO

Learning

1. Theoretical knowledge YES NO

If yes, please explain which knowledge _____

2. Technical knowledge (please specify at what level)

(e.g.: company codes) min. max.

3. Using work equipments to shift items YES NO

Practical skills

4. Space orientation YES NO

5. Working outside YES NO

6. he/she can move quickly YES NO

7. Bending, using ladders, climbing stairs YES NO

8. Using dangerous working equipments YES NO

9. Dangerous working conditions YES NO

10. Need of initiative YES NO

List of things the applicant will be responsible for _____

Behavioural skills

11. Contact with customers/public

Every month Every 15 days Weekly Daily

12. Relationships with colleagues

Not requested Rarely Requested and necessary

Additional notes on relationships _____

Attachment N. 5 “ Clerical works”

The applicant could be a person with disabilities

COMPANY:

Job description:

Accessibility YES NO

Working hours from to

Work shifts YES NO

Learning

1. Theoretical knowledge YES NO

If yes, please explain which knowledge

2. Technical knowledge (please specify at what level)

(e.g: foreign languages, accounting etc.) min. max.

3. Using office equipment

(e.g.. PC, photocopier, fax, paper knife, etc.) YES NO

4. Using peculiar software YES NO

If yes which one?

Practical knowledge

5. Space orientation YES NO

6. Complex working environment

(for example archives, working areas to memorize) YES NO

7. Fine (accurate) manual ability is requested YES NO

8. Movements and shifting YES NO

9. Need of initiative YES NO

List of things the applicant will be responsible for:

10. Changing in duties YES NO

If yes, how often? Every 6 months Every month Every 15 days Weekly

11. Number of possible jobs

Behavioural skills

12. Contact with customers/public

No Unusually Frequently
Every month Every 15 days Weekly Daily

13. Answering telephone calls and taking notes YES NO

14. Relationships with colleagues

Not required Rarely Required and frequently

Additional notes on relationships:

Attachment N. 6 “JOB COACH Evaluation form for”

Name of the client _____	Week from to
Job _____	

	Monday	Tuesday	Wednesday	Thursday	Friday
Job productivity eg. Number of articles produced or to be produced eg. Office duties					
Quality of the work carried out by the client 1 – Poor 2 – Quite good 3 – Good 4 – very good 5 – Excellent					
Work pace Start at h..... End at h. Does the client work when the job coach is not with him? YES NO					
Behaviour on the workplace regarding directions and advices received from the job coach, the job tutor or colleagues					
Accuracy					

Attachment N. 7 “ Job tutor evaluation form”

Client _____

Task _____

Name of the job tutor _____

Date _____

Indicator / Score

5 – Good chance to be employed (in case of vocational training stage)

4 – Right performance

3 – the performance is not adequate

2 – Potential difficulties to be employed

1 – Substantial troubles to be employed

1	He/she works with a constant pace	
2	He/she is punctual	
3	He /she takes a break in convenient moments	
4	He/she carries out working tasks	
5	He/she follows the indication and can carry out her/his work	
6	He/she has working abilities	
7	He/ she can keep a work pace comparable to that of his/her colleagues	
8	He/she follows tutor’s advices and remarks	
9	He/she follows advices and remarks and changes his/her behaviour accordingly	
10	He/she keeps on doing his/her work even if someone takes his/her attention off	
11	he /she observes safety rules while working and carries safety protections if necessary	
12	He/she can uses working tools	
13	He/she takes care of his/her appearance	

Notes/comments

Possible problems

Attachment N. 8 “Follow up form”

Client _____ Task _____

Job tutor _____ Date _____

Indicator/ Score

3 – Improvements are not required or some little improvements are required to be acceptable

2 – The ability of the client is acceptable but needs some little improvements

1 – The ability observed is not acceptable and a great improvement is needed

N/A – Not applicable

1	She/he takes care of his/her appearance	
2	Punctuality	
3	He / she has enough abilities to perform his/her work	
4	He/she keeps the pace on job and his/her attention remain on the task during the working hours	
5	He /she works at good speed	
6	Quality of his/her work	
7	He/she follows the instruction of his/her tutor	
8	he /she observes safety rules while working	
9	He/she has initiative on the job	
10	He/she can take decisions	
11	He/she reacts to tutor feedback by changing his/her behaviour	
12	Attitudes	
13	Reaction to mistakes	
14	Relationship with colleagues	
15	He/she observes the scheduled breaks	
16	He/she organizes his/her work with logic	
17		
18		

Notes

Networking Manual

Objectives and context (if applicable)

The tool is being used in the start of the fase mediation to work, so after the orientation fase. It makes people more aware of their own network and how this network can be usefull by finding a job. You can use it individual or in a group.

Target group

This tool can be used for every targetgroup. It is even interesting for new coaches to get more information about what networking is. People who are high educated can read the manual at home and make the exersizes in the manual. Together with the coach they can discuss the answers. People with lower education can you learn things from the manual by telling them and talking about it, you can give them some specific exersizes to make from the manual.

Instructions and methodological approach

Step 1

Participants read the manual. You can give them the whole manual at ones, or in parts to read and make the exersizes. It depends of the participant you work with.

Step 2

Together you talk about the chapter and the exersizes to creat more awareness and more self responsibility by finding a job.

Materials

- Networking manual

Feedback and evaluation

The tool is been used by some of the jobcoaches of Picos. It is a very handy tool to let people get more involved and more aware of their own network.

Attachment “NETWORKING MANUAL”

**THIS IS HOW YOU HANDLE
NETWORKING!**

TIPS AND SKILLS

ROADMAP AND WORKBOOK

THE ART OF NETWORKING

PART I - WHAT NETWORKING IS

Networking is the passing of information, ideas and contacts from one person to another and possibly to many more people. When somebody shares an idea or contact with you, you are the receiver in the networking process. Whenever you support someone, stimulate them or give them a tip, you are the giver in the networking process.

Networking is just as easy as friendship. It's about people who share something and care for each other. People become friends because they share certain similarities and feel a pleasant connection. As time passes, friendships grow and deepen. Friends offer support, provide information and make each others live more interesting. Usually people introduce their friends to other friends and let them share in their interests, hobbies and business. This kind of introduction is the most natural way of networking.

Task1.

Complete the list on the next page by filling in the number of times that you did someone a favor last week, stimulated someone, provided valuable or interesting information, offered help or advice, recommended something or someone or referred that person.

Feel free to pat yourself on the shoulder because you are an active networker already!

SITUATION	ACTION

matter how aware you are of the possibilities, it is only after you take action to bring people and possibilities together that it will yield results.

❖ **Giving and receiving information, contacts and referrals**

Networking is a two-way street of giving and receiving. You're an important source of information, contacts and referrals, just as the people who belong to your network. By accepting and offering support, you strengthen the network stream, consolidate relationships and give people the opportunity to experience satisfaction from the giving and receiving of support.

You're the center and source of your network. A large collection of aiding resources are at your disposal, that you can exchange, share and pass on to others. Being a source of aid means that you take the initiative in looking for ways to pass on your knowledge.

People do not always take what you offer and the information and contacts you're offering are not necessarily what they need. But the fact that you *are* offering something, whether valuable to them or not, fosters goodwill.

Networking is a sort of recycling: you share what you know and possess, so others can use it too.

❖ **Introducing people to each other**

From a networking perspective, introducing people to each other is similar to sowing a seed. You take the initiative to bring two people into contact with each other. Afterwards, they've got the opportunity for growth and to appreciate coming into contact with each other. Because you're the common connection to all the people in your network, you've got the possibility to form connections between people, groups and organizations.

Your network becomes even stronger when the people in your network know and do business with each other.

❖ **Asking something**

Ask your network for support. You can ask for information, names, ideas, confirmation, encouragement, recommendations and so forth. Asking for something enables you to find the necessary means. At the same time, you create movement in your network by providing people with a chance to answer your question.

❖ **Sending letters, cards and notes**

Cards, letters and e-mails are actions through which you stay in contact with your network. Whether it is a thank-you note or congratulations, a request for support or an offer to provide information, the fact that you take the effort to send a note is active networking.

Thank people on a regular basis in both words and deeds. Praise, gratitude, appreciation and saying thank you are a vital part of forming and fostering powerful, enduring network relationships.

❖ **Exchanging business cards**

Business cards are a way to exchange information on how to contact each other in case of need.

❖ **Attending business meetings and networking opportunities**

Put on your finest clothing and show yourself! Among other things, networking means attending events to meet people and create opportunities.

❖ **Talking to people**

Take action by calling people, approaching them, introducing yourself and starting a conversation. Networking happens through communication. You've got to open your mouth and prick up your ears.

THE FOUR ELEMENTS OF SUCCESSFUL NETWORKING

Networking is a way of socializing with people. This includes being aware of people, bolstering a positive attitude towards them, possessing proficiency in communicating with them and developing a habit for doing those things that build strong relationships.

1. NETWORKING PEOPLE ARE BRISK PEOPLE

Opportunities can be found everywhere. But if you're not aware of them, they might just as well not exist. Being aware means being in touch with the complex and ever changing world around you. As your consciousness expands, you'll come to understand the immense number of opportunities this world has got to offer. The world around you is ever expanding.

Example. What happens when somebody wants to attend college but is unable to afford it? Even when there's a scholarship available for somebody in the same situation, but he is unaware of its existence, the scholarship is useless. That person can spend his life thinking "had I had the money for that education, I would have made more of my life".

Awareness is what makes possibilities out of opportunities. The person in the example above did not utilize his chance because he was not aware of their being one. Awareness is a crucial part of effective networking.

Networking demands from you that you're aware of people and possibilities. Watch those around you, what they talk about and what they do. Instead of only focusing on yourself, you've got to develop a kind of radar system that enables you to see the things around you in a way that makes you respond from a networking perspective. This way, you'll become aware of what people in your network want and need.

Furthermore:

- ❖ Be aware of the network you already have and how vast and powerful it can be when you employ it the right way. Because of all your strong suits, skills, information, expertise and contacts you have to offer and those others have to offer you, your network offers opportunities not just for you but for others as well.
- ❖ Be aware that it's human nature to be wanting to contribute. May be they hesitate, may be they are too shy, but always remember that they too have got a natural predisposition to be wanting to help others.
- ❖ Be aware of the almost infinite scope of your network. Every single individual has a network to which you have access to.
- ❖ Be aware of what you think but do not say out loud, of what you need but do not ask for. Often, a chance can be created by speaking your mind.
- ❖ Be aware that networking can be a simple, natural part of your life. Remember that networking is an accepted and recognized way to socialize and do business with others.
- ❖ Be aware that almost everything you need or wish for is within reach... you just have to ask for it!

2. NETWORKERS ARE SUPPORTIVE

Being an active networker involves more than just what you do. It is also about your attitude towards that what you do. Important elements are how you behave towards others and also how you look upon yourself. Your attitude influences every single element in your life – the goals you set, the risks you are willing to take, the way you approach people, your willingness to associate with others, the way you respond to them en much, much more. Your attitude is like the background music for a television show.

Your attitude does not only exerts influence on what you do, it also exerts influence on the way others respond to you. Your attitude can be a barrier that puts off people, or it can be the reason like to communicate with you.

!!! Your attitude is the way you look upon yourself and others, and what happens to you and around you.

Networkers possess an attitude that is focused upon creating and delivering chances and possibilities. They look for ways to be of service and to contribute. Most of the time, they believe in possibilities rather than impossibilities. They like to be of service to others and also accept the support of others.

Which attitude is yours when walking in on a room full of people?

- A. There is nobody here that is worth talking to.
- B. This looks to me a great group of people from the world of business.
- C. I wish I was at home watching television.

Imagine three people attending a networking event with each of the former three attitudes. Think about what either of them would do or say, how they would look and how they would behave based on that attitude. Then think about the different experiences each one would have and the results that can be expected as a consequence of that attitude.

Your attitude resembles a filter. Everything you see and hear travels through your attitude filter. When you meet someone new and your attitude filter is as follows: “this is someone who has nothing to offer me; this is pointless”, you probably won’t listen very well to what this person has to say. You might miss the chance to learn something or to discover what this person has to offer. Maybe this person can offer you something very useful, but you blew the whole thing off because of your indifferent attitude. What a missed chance!

When you meet people and listen to what they say with the attitude filter “I am open to discover what this person has to offer and I want to know how we can be of value to one another” then you’ll listen in a way that actually creates opportunities.

!!! A simple change in your attitude is enough to change your life, and enrich it. Your attitude is not carved in stone. At any time, you can become aware of your attitude and whether it gives you the experiences in life you are after, and change it accordingly.

Task 2.

Think about someone you know and respect as a networker. Try to epitomize what you think is good about the networking attitude of this person. If you want, take your time to interview this person to obtain even more insight into his or her networking skills. Afterwards, think about how you can improve your own networking skills in this area.

First, make a list of the qualities in the following schema. Good luck!

The person who I respect as a networker is:	
And these are the qualities I perceive in his or her networking style:	
1.	2.
3.	4.
5.	6.
7.	8.
9.	10.
11.	12.
13.	14.
15.	16.

This column is about me.	
I can strengthen the above mentioned qualities by...	
1.	2.
3.	4.
5.	6.
7.	8.
9.	10.
11.	12.
13.	14.
15.	16.

3. NETWORKERS ARE ALWAYS BUSY IMPROVING THEIR COMMUNICATION SKILLS

Networking happens through communicating with each other. By having a conversation we get to know each other better and we share information. If you master the art of casual conversation and small talk, you will feel more at ease when meeting new people and establishing new relationships. A feeling of mutual esteem enables you to turn shallow conversations into opportunities to ask something or to present yourself as a useful networking source. Most people are inclined to communicate really concise. When you network, it is important to provide complete and accurate information when you ask something or refer someone. Developing an assertive style of communicating will lead you to respect yourself and others in your networking interactions.

.....

!!! Assertive communication means speaking in a way that suits your own interests and needs.

.....

4. NETWORKERS DEVELOP HABITS THAT HELP THEM BUILD RELATIONSHIPS

A network consists of a series of relationships and connections between people. People have to be able to build relationships with people and respect them to create a valuable networking exchange. The founding of new relationships is your first priority when you are networking, finding a job is the logical consequence of your effort.

Attentive, caring people who show others respect are the ones that build strong relationships. This kind of behavior, displayed consequently and regularly, becomes a habit that helps build relationships and guarantees a satisfying and lasting network.

Examples of the attentive behavior that leads to a powerful habit that helps build relationships, are thanking people, showing appreciation, sending notes to stimulate or support others, really listen to other people, calling them to say hello, respecting people and to do as you promised.

WHAT NETWORKING IS NOT

The term networking is often misunderstood, and therefore often misused. Although many actions, activities and communications is part of networking, the key is a desire to help and support others.

Networking does not mean:

- ❖ Manipulating people to do as you will. The people in your network support you because they want to. All too often people seem to think that manipulation is necessary to get what you want, when all we need to do is to ask for it in a clear, straightforward manner without preconditions.
- ❖ Keeping score. The thought that one good turn deserves another is an old form of networking in the wrong manner. Negotiating with people is fine, and looking for ways to reciprocate is very much appreciated. But thinking that someone owes it to you damages the stream of networking.
- ❖ Obliging others. If I think that others won't help me unless they feel obliged to do so, then networking will be difficult and restricted instead of being enjoyable and limitless. It is totally unnecessary to feel obliged or make other people feel obliged, when your focus is on bringing out your absolute best and trusting others to do the same.
- ❖ Forcing a person's hand. Networking is about being of service to other people, not about forcing their hand. To build strong relationships you'll have to learn to make people feel comfortable, build trust and involvement and defend others' interests in the matter.
- ❖ Demanding things from people. Sometimes a person can get what he wants by demanding things from others. Networking however means enabling people to share something with you, but never demanding it from them. Even if you can achieve your goal by coercion, you will have missed out on a chance to move to a deeper level of respect and appreciation in the relationship with this person.

THE ART OF NETWORKING

PART II - YOUR CORE NETWORK

Your network is a supporting system. It consists of family, friends, the people you grew up with, went to school with and so on.

Basically, your network compasses everyone you have ever met or known. Not all of those people will stay active in your network of course, but still, they're part of your network because you've been in contact with them and probably will be again.

Your core network consists of people close to you and with whom you have regular contact. They're the ones that influence you and support you regularly and consistently. You've got a firm bond with people in your core network. They are there for you and are genuinely interested in your doings. Usually, they'll respond to your phone calls. They rely on the fact that you've got a relationship in which there exists reciprocal support.

Some people in your core network play a specific role in your life, for example your accountant, financial advisor, banker, hairdresser, etcetera. At the same time, there are people in your core network who are family or good friends who usually offer support in more than one way.

FAMILY SUPPORT

Your family is your primary support system. Even when you get older, your family can remain a powerful support system on all areas in life. Often, you take on a certain role when amongst family and you get used to certain characteristics of your family members. As a consequence, you will behave in front of them in a particular, somewhat restricted way.

Even though they are 'just family', your family members are like other people in your network. They know a lot of people, possess differential skills, performed several tasks and occupied several jobs, and developed expertise in differential areas. It is very well possible that you've got family members that are valuable sources of support, as are you to them.

This is not about recruiting family members for your business! Remember that networking is about building relationships in which people are respected and appreciated and enjoy mutual support. Your family members have got the potential to be wonderful allies – they've got contacts, skills and expertise, just like the rest of your network.

DETERMINE HOW YOUR FAMILY CAN NETWORK

A lot of families are already actively networking with members. No doubt, you'll remember a time when a family member referred you to something or someone. Maybe that time you were looking for a new dentist, a trustworthy garage, a job, or needed suggestions regarding the vacation you were planning at the time. Odds are that you're already actively networking with one or more family members. The challenge is to determine how you can broaden your networking approach to create even more possibilities to support each other. Below is a task that can help you.

TASK 3.

Create an inventory of your family by making a list of family members and writing down how they can be sources of support. For example, this inventory compasses:

- ❖ Family members who work or have worked in a similar branch as yourself.
- ❖ Family members who work or have worked in a similar organizational structure as yourself (for example, a large company, a small family business, as a freelancer, etc.)
- ❖ Family members who occupy or occupied a job similar to yours (manager, salesman, administrative assistant, etc.
- ❖ Family members who developed a certain skill, achieved a fair amount of success, or accomplished something which elicits admiration in you.
- ❖ Family members who possess a vast network and are very influential.
- ❖ Family members who take part in neighborhood committees, charitable organizations or professional organizations.

KNOWING WHAT SOMEONE DOES FOR A LIVING

If a family network wants to function effectively on areas such as career and work, then family members need to know what the other members do for a living. Often, this is a problem in families. Do your parents, children or siblings know what it is you do or what it is you seek? Are they able to explain clearly the kind of work you do when their network asks for it, or do they mutter something irrelevant that does not capture attention.

If your family members do not even know what you do in essentials, how do you ever expect to cooperate with each other? When the people around you do not know this, a lot of possibilities for networking will be lost. Your family does not need to know every detail of what you do and how you approach it, but being able to mention the essentials is crucial.

MAKING FAMILY CONVERSATIONS COUNT

People often feel so much at ease with their family that they become lazy in their communication. May be you think that since you have already build a relationship with those in your core network, no more effort is necessary. May be you think you already know everything there is to know about them. But the truth is that you don't know what has happened to them that day or since you last saw each other. Profound changes could have taken place since your last meeting.

!!! If you have got older siblings, ask them what they did or how they were before you came around.

Consider talking to your family in a new way instead of repeating. The most often asked question in families is of course “How are you?” to which the usual answer is “Fine.”. You can however break the cycle of idle conversation by taking this obvious answer as a starting point for your new question: “Happy to hear that. What’s the most enjoyable thing you did today?”

Explore the possibilities and be curious. Don’t take for granted their remarks and reactions. Be playful and creative by answering them in a funny, unexpected or energetic way. By taking other people’s answers to a new level, you’ll develop deeper, more interesting and more personal interactions.

Below are a few examples of questions you could ask:

- ❖ “Tell me more about that project Y that your company is working on, you’re involved with that too?”
- ❖ “You’ve been working for his company for a long time now, I believe you really like this job don’t you?”
- ❖ “Last time we met you were planning a vacation to Scotland, how was it?”
- ❖ “I thought of you when I heard that X happened in that part of town where you live, has it created problems for you too?”

Show interest by asking specific questions and mentioning things you already know about that person or that you talked about in the past.

When family members ask how you are or how is work, do not answer with a standard answer such as “OK”. Instead of sharing facts and information, share a part of yourself. Incorporate the person you are talking to into new areas and aspects of your life. When you talk to your aunt Ellen, do you always talk about the weather? What would happen if you told aunt Ellen about your latest project, your vacation or your hobby? May be you think she’s not interested in this kind of stuff, but you never know. There’s a chance she is interested, because she’s simply interested in you. Let people become a part of your life, so that you can deepen your relationships and be of importance to one another.

Task 4.

Make a list of ten things that are truly important to you. Then consider whether your best friends and your family know that these things are important to you. Think about how it could benefit your relationship if you would bring this to their attention.

MOST IMPORTANT TO ME	TALKED ABOUT IT TO:
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

BE PRESENT WITH BODY AND MIND!

Be present to your family and friends. Don't just be there for form's sake or just physically while your mind is wandering elsewhere. If there were to come a suitable moment in the conversation, to share, really make contact, offer help or ask an important question, you could miss out on it!

Let it dawn on you who you are talking to or sits across from you. Remind yourself of the importance of the moment (in popular terms this is called 'being in the moment'). Remind yourself of where you are physically. "Great, I'm in the first national party congress" or "This is our first family gathering in our new home" or "Here I stand with my best friend from 10 years ago". Don't let these special moments just pass you by. Make sure your consciousness and energy are present, in other words, be there in both body and mind for those in your network.

Every family is network of people who are connected over generations. With a wee bit of attention, the richness of our family connections can be cultivated by concentrating on listening, getting to know more of each other, seeking similarities and possibilities to support and appreciate each other.

ASCERTAIN YOURSELF OF SUPPORT SYSTEMS IN YOUR LIFE

Your network is a system that keeps you alive. A well balanced and fully functioning network is the best route to a balanced life. There are people who easily network when their career, job or business opportunities are concerned but who disengage when they are face with health or relationship problems, and do not ask their network for help. Ascertain yourself that you've got a core network to ask for help in every area of your life. Don't wait until you're forced to build a network. Don't wait until there is an emergency before you devise a contingency plan!

BUILDING A COMPLETE NETWORK

Walk through all areas of your life and check if you've got a core network for each of these areas. If not, look for people who are experienced and competent on a certain area, incorporate them in your life and start building a relationship with them.

Having a complete network means being able to fall back on certain people in all areas. To find out exactly how complete and balanced your network is, start making a list with the most important areas and associated network. Here is how you approach this:

Task 5.

1. In the first column of the schema on the next page, make a list with different aspects of your life: hobbies, health, finances, spirituality, personal development, family, societal involvement, volunteer work, and so on.
Choose categories that relate to your life. Don't fuss about which category comes first or last, the order is irrelevant. To get you started some essential categories have been filled in already. It's up to you to finish the list.
2. In the second column make a list with the people you already know and who have contributed to your success, happiness and development in that area.
3. In the third column make a list with the people you could add to your network in this area by building a relationship with them and deepen it.

TABLE: MAPPING A COMPLETE NETWORK

LIFE AREAS	ALREADY PRESENT IN MY NETWORK	TO BE ADDED STILL
CAREER		
HOBBIES		
HEALTH		
FINANCES		
SPIRITUALITY		
RELATIONSHIPS		
CLUB MEMBERSHIPS		

Task 6.

Call the people in the second column and let them know that you're grateful for the fact that they're in your life and how important they are to you. Call the people in the third column to invite them for a cup of coffee, ask them for advice or make up another way to deepen your contact with them.

This list has been designed to train your conscience and let you focus on building your network. You can have a large network, just as you can have a certain talent, but what's the point if you're not planning on using it?

.....

**!!! If you don't use it, eventually both your
talent and your network will be
squandered**

.....

MENTORS AND MATES

You can have mentors and mates in all areas and aspects of your life. Mentors are people you admire and respect and who you ask for help and advice. In a certain way, they can be your role model. They embody certain qualities or exhibit certain characteristics you would like to develop yourself. They're also the ones with whom you've got the kind of relationship that enables you to learn and grow because you profit from their experience and support.

Buddies are the people you like to go out with and with whom you share a common interest or hobby. For example, dancing is one of my hobbies and therefore I've got dancing buddies. Some of them I only see when I go out dancing. However, I developed friendships there that go far beyond our common interest in dancing. Develop friendly relationships with people who share your interests and hobbies. Whether you'd like to start yoga, cooking lessons, golf or other activities, look for people that share these interests and want to accompany you.

Take part in all activities and try to incorporate your buddies in this area also in other life areas. That's how you develop friendships and position yourself in a powerful way in your own niche.

USING THE GRAPEVINE THE RIGHT WAY

Through the grapevine (your network) you often hear news about people who have passed away, hear about weddings, babies, parties, career changes and other important events. The grapevine is useful for networkers because networking is not just about making contacts and collecting information, but about using that information in a way that's fruitful to yourself and others.

Sometimes, it's recommendable to check the veracity of the information you heard through the grapevine. Stories can be twisted, colored or downright made up. That's why you need to get the facts straight, because only then you are able to make a clear choice in your reaction and how to offer help. Know how you can separate facts from fancy by asking questions such as 'how have you heard' or 'how can I find out more about...' or 'do you think it really happened that way?'.

PART III BUILDING AND MAINTAINING YOUR NETWORK

Networking is about bringing people in contact with each other, communicating and contributing to each other's success. In this part of the course we'll discuss skills and actions necessary for efficient communication and building networking relationships. Read the information about what to say in a casual conversation, when asking for help and when introducing yourself to others. Also you will receive tips on improving your listening skills and even how you can ask others to listen to what you have to say.

EXPANDING YOUR SPHERE OF INFLUENCE THROUGH NETWORKING

By expanding your network you'll meet more people who can contribute to your success. You also expand the number of people that you can influence in a positive way.

You can expand your network and your sphere of influence by taking part in network meetings, trade fairs and focus groups. Use this chapter to find out how to use networking meetings to expand your network.

A LITTLE PREPARATION GOES A LONG WAY

Below is the usual scenario for a network meeting:

Jack walks into the lounge of the hotel and straight to the food and drinks. On his way there he walks past people he knows without paying attention to them or say hello. He takes a drink and a plate of food and sits down at a table where a few acquaintances have already found a place. They enter conversation, laugh and enjoy themselves. He could, accidentally, be introduced to somebody at the table he doesn't know already and perhaps they exchange cards; after all, they are at a network meeting and that's what you're supposed to do.

The next day Jack comes into to the office, takes a look at the cards he collected the day before and can't remember the lot of them. Most cards get thrown away.

Is this networking? NO. This is going to a party and waiting your life will magically change. This is

thinking that if you attend this kind of meetings often enough, one will eventually pay out like it's some kind of lottery. May be, at a given time, you'll meet someone that is actually useful to you.

But with this attitude you will pass on numerous chances!

You can get something valuable out of every meeting and meet interesting people. It's completely up to you whether this actually happens!

A little preparation makes all the difference in life, and therefore in networking too. Prepare yourself and think ahead. Even if your preparation is nothing more than thinking about the meeting you are going to, this mental preparation will have the effect of you being more present and more available. Mental preparation sharpens the mind and will make you perceive chances you wouldn't have seen otherwise. By preparing you'll also feel more confident and more at ease.

Below are a number of things that you could think about before attending a network meeting.

- ❖ Who do you want to meet and who do you want to talk to? Check what type of person you would like to meet. May be you want to meet people that can be useful to you or support you because of their influence on you. If you're a broker, banker or musician, what type of professional is most valuable to you? If you own a moving company, it's very useful to meet brokers. When you've got certain people in mind, check what you already know about them. Make it very clear to yourself why you want to meet them, what you've got to offer them and what they've got to offer you.
- ❖ Who is the sponsor and what do you know about the sponsoring organization? Try to list in your head all you know about the organization: who leads it, what is the organizations' goal and what's the purpose of this meeting? If you've got a clear picture of this information, you can associate with people more effectively and in a way that is both meaningful and respectful.
- ❖ Which attendees do you know already? Who do you definitely want to say hello to? Who do you want to see because you want to ask or offer something? A network meeting can save time or telephone calls when you contemplate in advance about which things you can achieve on the spot. Is there a chance that the person you already know can introduce you to the person you would like to meet?
- ❖ Do you've got your 'networking attributes' ready? Make sure you've got a bunch of business cards with you and that you can easily get to them. Also, make sure you've got a pen with you to take notes fast or write down some keywords about the people you have met.
- ❖ What are interesting subjects to have a conversation about? Try to come up with a number of subjects that are appropriate for the occasion, the organization who sponsors the event, or the reason the meeting is held. Think about interesting things that are happening within the organization, the branch that is represented, or the noteworthy presentations of some of the attendees. Does the meeting have a special theme or a particular point of view and does this offer you a good conversational subject? If you're planning on talking to a person you haven't met before, try to come up with some opening lines in advance that can help you break the ice.

- ❖ What do you want to achieve by attending the meeting? If everything goes the way you want it to, what would be the result of the meeting? Who will you have met? What will you have said? What will they have said? How has it made you feel? What will happen now that you have met these people?
- ❖ What is your goal? If you've got a clear goal in mind, it will give you drive, direction and a heightened consciousness. May be you want to meet three new people and concentrate fully while conversing with them. Or it can be your goal to find two persons that you can be useful for. But of course, it can also be your goal to simply enjoy the meeting and let your mind wander. What is most useful to you? It is your party... your network party. You can use it in any way that is fruitful to you.

FOUNDATIONS OF MINGLING

Professional networkers mingle so elegant and easily that you will not notice they are networking. Of course they have spent many years learning and mastering this skill. The skill is integrated into every cell of their being until networking becomes a natural part of who they are. And they keep on refining this skill; they are constantly improving their communicative skills and their ability to form relationships.

Here are some suggestions on how to mingle:

- ❖ **Greet the people around you.** It is baffling to see how many people walk past someone they don't know without even saying hello, or good morning, good afternoon or good evening! Show that you notice the people around you. If you approach someone you know and that person is talking to someone or is standing next to someone you don't, make sure you greet them both.
- ❖ **Smile.** A radiant smile is a joy forever. If you put on a smile or a friendly face, you are much more easy to approach and the chance people enjoy talking to you is much, much bigger. But it has to be a sincere smile, not a fake one. Some people say that you can smile with your eyes. Ideally, a smile comes right from your heart and illuminates your whole being.
- ❖ **Shake hands.** Your handshake is your first opportunity to show your personality. It creates a physical feeling of connection.
- ❖ **Converse.** Be prepared for a conversation by reacting to others with interest. Work on mastering the art of small talk.
- ❖ **Introduce people you know to each other.** Take the initiative in establishing contact. When you meet Jack, who likes to dance, introduce him to other people that you know like to dance too. When you meet Harriet, who is originally from Britain, introduce her to William, who you know has his roots there too.
- ❖ Address people by their first name. As soon as people introduce themselves to you or are introduced to you, address them by their name and try to casually drop their names in the conversation every now and then.

BREAKING INTO CONVERSATIONS

When you spot people you want to talk to but who are already engaged in conversation, the following techniques can help you break in:

- ❖ If the group (a group consists of two or more people) are intensely engaged in conversation, it's usually better NOT to disrupt them and try again later. Go talk to somebody else.
- ❖ If it seems like the people are engaged in small talk and look accessible, then you can approach the group and see if you can find a way to break in. For example, someone can make eye contact with you and nod as a way of greeting, or sees you and physically makes room for you to enter. Take this as an invitation. Or may be someone even stops talking and greets you, shakes your hand and introduces you to the others.
- ❖ If you've approached a group but there doesn't seem to be a way to break in and the people don't react to you, then this is not a problem and you shouldn't take it personally. Just walk on and look around you. It's fine to take it slow when you find the next person to talk to.

DISENGAGE DECENTLY

Mingling means talking to someone, ending the conversation, talking to someone else and ending that conversation too. Don't be scared to end a conversation. It's a natural part of mingling. Moreover, ending a conversation is a very important part of the conversation. Through ending the conversation you can reinforce the contact you've just made, move on and be available for the next interaction.

You can end the conversation properly by "pleased to make your acquaintance" or "it was nice meeting you, wish you all the best".

.....

!!! Whatever you do, don't leave the conversation quietly and hope nobody noticed you leaving. You WANT people to notice you and remember you in a positive light tomorrow. By ending a conversation with a sincere closing sentence, you reinforce the behavior you have just shown.

.....

THE FOLLOW-UP

Mingling is the first step of making the most out of a network meeting. The next step, the follow-up you give it, is very important and completely depends on you. The sooner you respond to people after meeting them, the better. A note that that arrives within two days after a meeting and that states you're happy to have met them makes a good impression. You can give it a follow-up by a note, e-mail, telephone call or an appointment.

PART IV. YOU ARE THE SOURCE OF YOUR NETWORK

Everything about you, your attitude, behavior, and conversations influences the people around you. Whatever you do or don't do, say or don't say, can make a difference in whether someone gets a job, takes a career decision or follows his dream. You are the center of your network and your actions and interactions radiate all throughout your network.

You are the driving force behind your network so that it can be active and effective. Because it is your network, it is your responsibility to be that positive force that exerts influence and makes it work. A network that works is a network in which people actively engage in conversation and are involved in opportunities that can be worthy and useful for each other.

.....

!!! When it's said that you are the center of your network, this obviously doesn't mean that you have to be the center of attention. Being the center of your network means that you are the central connection to all the people in it.

.....

DEVELOPING YOURSELF

When you develop yourself on a personal level and in your area of expertise, your network will in all probability become stronger and more effective. Develop your faith, your strong suits and your confidence. Love yourself. Accept yourself and others for who they are. Expand your ability to give and receive love, appreciation and support. Expand your ability to enjoy life and the people in it. Expand your ability to be generous and friendly.

Be real. Be authentic. Be sincere. Expand your ability to respect yourself and others in each and every interaction. Honor yourself and others. Acknowledge the fact that everybody, including yourself, is a person of worth. Know that everybody has the right to have opinions, feelings and needs. As our self-confidence grows, you will accept and trust others more and you will become more accessible and available.

It is within your power to have a great network and a life worth living. You've got the strength to use your network to improve the well-being of the people in your life.

With a vast network more opportunities will arise for you, because you've got more people to fall

back on. You'll get more ideas, more information and therefore more possibilities. The more options you have, the more power you've got over your reaction to the situation and its' circumstances.

BE INFLUENTIAL

You influence people by the way you talk, by what you say and how you respond to people. You can exert influence in a positive, negative or neutral manner. Exerting influence in a neutral manner means exerting no influence at all. If you want to exert positive influence, this requires a conscious attitude and dedication from you. Influence arises from proving time and time again that you are able to form relationships, achieving results and being a powerful resource.

Task 8.

Answer for your self the next questions to estimate the amount of influence you have. Also, check back on them every now and then, you will see that you will respond to them more nuanced every time.

- ❖ Are you approached regularly to aid people in your network and be of support to them?
- ❖ Do the people in your core network know that you want to be just as influential in their lives as they are in yours?
- ❖ Are there people in your network that have your telephone number in their phones or agendas to use it fast and often?
- ❖ Are you asked often to participate in charity or charitable events?
- ❖ Are you viewed upon as a professional practitioner in your area of expertise?
- ❖ Do people know you well enough to say: "what I heard Peter saying about it...?"
- ❖ Do people notice you? Do you receive positive attention?
- ❖ Do people care for what you have to say?
- ❖ Do people take your advice?
- ❖ Do the people around you feel powerful, motivated and inspired?

!!! Through your network you have access to influential resources, which enables you to gain more personal power in your area of expertise.

YOUR HABITS DEFINE YOU AS A PERSON

You are a creature of habit. In particular ways of thinking and behaving you are on automatic pilot. When you get into the car, you probably won't have to think about fastening your seatbelt. You fasten it automatically because it is a habit you have developed. Habits define who you are and dictate your behavior throughout the day. Habits also define your way of networking. Do you always wait a couple of days before responding to a telephone call or do you think nobody is interested in your career path?

Then these are habits that have to be changed, and fast. Do you send thank-you notes regularly? Or do you call people spontaneously to catch up? These are habits that enable supple networking.

Realize that you are a collection of both productive and unproductive habits. Some habits contribute to your self-confidence, happiness and well-being, while others contribute to a lack of self-confidence, feelings of unhappiness and frustration. Don't become a victim of your habits. You are the one that chooses, changes, adjusts or employs the habits that suit you the best.

.....
**!!! Power over your life lies within your
power to choose your habits. Your habits
determine what you do and how you do it.**
.....

NETWORKING HABITS THAT YOU MUST CULTIVATE

You can develop certain habits that help networking become simple, efficient and natural. With the right habits you don't have to think about networking anymore, you just do it. Networking can be the automatic way of associating with people. The only way however in which something becomes automatic is through repetition and consistency; by practicing it.

Below are three habits that are worth taking into consideration:

- ❖ Thank people. Say 'thank you' throughout the day. Try to think in every conversation about positive, supporting or appreciating comments you could make. Make sure you give and receive positive feedback daily. Also show your appreciation in writing. State clearly to people how they influence your life in a positive way.
- ❖ Stimulate and congratulate. You've got the opportunity to be an influential force to the people around you. You never know whether a few simple but stimulating words make all the difference in someone's life, so grab the chance as it presents itself. Tell people

how they contributed to your life. Celebrate and acknowledge the successes and achievements of others.

- ❖ Introduce yourself to people you don't know. What if you would introduce yourself to people you haven't met already at every event? Even if it is only one person per event, you're still expanding your network and improving your chances of finding influential contacts.

NETWORKING HABITS YOU NEED TO GET RID OF

Beware that you don't lapse into nonproductive habits. Remember that a particular act becomes an automatic habit and influences your life. Reflect on yourself critically every now and get rid of old, nonproductive or characterless habits, so that you can reinforce your good habits constantly

Below are some examples of nonproductive habits that you must be beware of:

- ❖ Postponing telephone calls. It's obvious that your new habit must be calling people when you think of them or when it's necessary to call them.
- ❖ Postponing reactions on invitations. You receive an invitation or a message about an event or activity that is useful to attend, put the information aside and never see it again. Don't. Respond a.s.a.p. and put it in your agenda.
- ❖ Attending an event, joining people you already know and stick with them the whole time. It's tempting to make it easy for yourself and become lazy. A new habit you should develop is making sure you meet at least two new people at every event you attend.

Task 9.

Make a summary of networking habits you need to develop using the schema below. Choose habits that enable you to develop a natural and effective style of networking. Keep adding habits to this list as you read this book; in the end this gives you a great action plan.

While you worked your way through this course you were often encouraged to take action. You can organize the proposed actions that you want to carry out in order to become a better networker in the schema below. If you like, you can also determine deadlines for them. Look at the schema from time to time to expand on it, take notes or nuance things. After a while you will have created an excellent action plan.

Executing your action plan will make your networking activities easier and more effective. When you take action based on your action plan you practice the ideas from this course and write your own success stories.

ACTION PLAN

NEW HABITS.

Mark the corresponding box as soon as you want to incorporate a new habit in your life:

- Sending notes
- Using the ask-offer-thanking method
- Making yourself heard
- Becoming aware and getting rid of nonproductive habits
- Reintroducing yourself to people
- Addressing people by their name
- Using business cards
- Entering contact information into your computer
- Calling people to keep in touch or to catch up

MORE NEW HABITS.

Write down some other habits you want to incorporate into your daily life:

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

PEOPLE YOU WANT TO MEET

- _____
- _____
- _____
- _____

PEOPLE YOU NEED TO CALL

- _____
- _____
- _____
- _____
- _____

REQUESTS YOU WANT TO MAKE

- _____
- _____
- _____
- _____
- _____

NETWORK MEETINGS YOU WANT TO ATTEND

- _____
- _____

OTHER ACTIONS

- Order business cards
- Buy preprinted cards
- Enter all names and addresses into a digital database
- Paint a detailed picture of the area of expertise you want to work in
- _____
- _____
- _____
- _____

□ _____

NETWORKING ACHIEVEMENTS. Add dates for effectiveness.

□ Date

Phone Interview: Tips to get you started

Target group:

Job-seekers far from the labor market

Objectives and context:

Talking on the phone isn't as easy as it seems.

This is why a job-coach plays an important role in getting job-coached persons (job seekers) ready to sit for a phone interview (through mock interviews). It often happens that a phone interview is the first 'real' contact with the employer. The whole tool aims at

- Getting prepared to tell the interviewer the names of the companies the job-coached person worked for, job title, starting and ending dates of employment, the wage and what job was entailed.
- Learn to follow the directions stated in a job vacancy.

.....

Tip: If the employer tells to apply in-person, don't call. If the job posting says to mail your resume, do not send it via email. When the job listing says apply via a form on the company web site, don't email your application directly to Human Resources. There is not much more annoying to hiring job seekers who don't follow the rules!

.....

- Set up a networking contact / recruiters / employers
- Getting invited to an interview
- Submit one's job application
- Researching companies
- Renew its job application
- Thanking after having had a shot (even if unsuccessful)

Instructions and methodological approach:

It is essential to prepare the phone interview to make sure to be successful and get the job.

As a matter of fact, phone interviews are often used to screen candidates in order to narrow the pool of applicants who will be invited for in-person interviews. They are also used as a way to minimize the expenses involved in interviewing out-of-town candidates.

Step 1 - Before the interview

The job-coach prepares the job-coached person/s, in a face-to-face meeting explaining, as follows:

‘If invited to an interview you should spend some time researching the company as this will give you confidence should you be asked a question on what the company does. It will also allow you to ask the employer questions.

You could contact the company to ask for an information pack or you could look at their website.

It’s helpful to find out the following things about the employer:

- What they do, make or sell?
- Who are their customers?
- What sort of organization are they?
- What is the job likely to involve?
- How can you best fit your skills to match the job?’

Step 2 Plan for the interview

The job coached person is then asked to:

‘Find out what the interview will involve to make sure you’re prepared.

If you have a disability, all employers must make reasonable adjustments for you to have an interview. If you need the employer to make particular arrangements (for example, to help you get into the building), contact them before your interview to make sure they can make these arrangements.

Find out how many people will be interviewing you and their positions in the company. This will help you prepare for the kinds of questions they may ask.

Finding out how long the interview is likely to last will give you an idea of how detailed the interview will be. You should also find out if you will have to take a test or make a presentation. ‘

Give yourself plenty of time to get ready and make sure you’ve got all the relevant paperwork with you’.

Step 3 Do’s and don’t’s

Job coaches always insist on relevant attitudes to be or not to be taken while having a phone interview. Herewith some examples:

- Don't smoke, chew gum, eat, or drink.
- Do keep a glass of water handy, in case you need to wet your mouth.
- Smile. Smiling will project a positive image to the listener and will change the tone of your voice.
- Speak slowly and enunciate clearly.
- Use the person's title (Mr. or Ms. and their last name.) Only use a first name if they ask you to.
- Don't INTERRUPT the interviewer.
- Take your time - it's perfectly acceptable to take a moment or two to collect your thoughts.
- Give short answers.

- Remember your goal is to set up a face-to-face interview. After you thank the interviewer ask if it would be possible to meet in person.

Step 4 Go for it

The job-coach hands out a sheet with 5 phone interviews tips to be spoken out by the job-coached person, before going through a mock interview.

Attend to your surroundings.

If you have an interview scheduled, take precautions beforehand to get in a good spot physically. Don't take the interview when you can't talk freely. Don't take the call when there is too much noise in the background. And don't walk from one place to another because the breathlessness that comes from walking and talking at the same time subconsciously conveys lack of authority to someone who doesn't know you.

If you did not schedule it beforehand, feel free to ask the interviewer if you can call back at a better time. You will not sound disinterested, but rather, you will sound concerned for managing your life by organizing your commitments.

Dress for the part.

Consider getting dressed up for your interview, even though no one will see you.

The emails you write to a hiring manager are different than your emails to your friends. You can't talk to an interviewer the same way you talk with your friends. You know this, but the shift is difficult without practice. And if you are not practiced at talking about business on the phone, it's hard to get into business mode for the call.

A way to compensate for this is to dress for an interview even though the interviewer can't see you. In the 90s when people debated the virtues of dumping suits at the workplace in favor of business casual, there was a fair amount of research to show that people took their work more seriously when they were in a suit.

I'm not saying you should wear a suit all the time. I'm saying that when there's a risk of sounding too casual or unprofessional on the phone, dressing up a little can actually change how you sound.

Stand up

It is not a joke. You'll sound more self-confident and dynamic if you stand while you speak than if you sit. Walking around a bit, but not too much, also keeps the call going smoothly. If your body is confined, your speech sounds different than if you have run of the room. It's one reason that the best speakers walk around instead of standing in one place at the podium.

Using hand gestures is very natural for talking, so allow yourself to use them, even though you're on the phone. You don't have to force it. They will just come, as long as your hands are free. And you want to sound natural on the phone because authentic is more likeable. So walking around a room with a headset will actually give you the freedom to be more yourself on the call.

Prepare for the most obvious questions

Have a friend or family member conduct a mock interview and tape record it so you can see how you sound over the phone. Any cassette recorder will work. You'll be able to hear your "ums" and "uhs" and "okays" and you can practice reducing them from your conversational speech. Also rehearse answers to those typical questions you'll be asked.

A resume is to get someone to pay attention to you. An in-person interview is to see if people like you. Somewhere in between those two events, people need to make sure you are qualified and you don't have any huge red flags. So in a phone interview you can expect people to focus on those two concerns.

You will probably get questions asking you to show that you actually have the skills to accomplish the goals for the open position. Be prepared to give [organized, rehearsed examples](#) of how you have performed at work in the past in order to show your skill set.

Also, be ready for a question about the most obvious problem on your resume—often [frequent job changes or big gaps](#) in work. These are answers you should practice. Even if your answer isn't great, a good delivery can make the difference between getting through a phone screen or not.

Don't forget to close

An interview is about selling yourself, and the best salespeople are closers. Your goal for a phone interview is to get an in-person interview. So don't get off the phone until you have made some efforts to get to that step. Ask what the process is for deciding who to interview face-to-face. Ask for decision-making timelines, and try to find out who is making the decisions. Don't barrage the interviewer with questions in this regard, but the more information you have, the more able you will be to get yourself to the next step.

And don't forget a key component of a successful close—even for a phone interview—is a thank you note to follow-up.

Finally, after you get done with a phone interview, send out a few more resumes, or go fill out a few more [job applications](#). Hopefully, you won't need to keep hunting because the phone interview will clinch the job. But it will make you crazy to just sit and wait for the interviewer to take action. If you keep job hunting you are taking action yourself who will make you feel more in control over your situation.

Step 5 After the Interview:

The job-coach having taken notes of the phone interview asks the person to take notes about what she/he was asked and how she/he answered. A cross examination takes then place to improve the critical pointed out points.

Supports:

Pedagogical documents:

Attachments:

- I. *journal phone call record*
 - II. *Sample of introductory sentences*
 - III. *Phone interviews flow chart*
 - IV. *Getting ready*
 - V. *Post phone interview evaluation*
- A handy phone – a pen and paper handy for note taking.
 - A Curriculum Vitae and a cover-letter.
 - Letters and e-mails previously exchanged with the employer.
 - Job vacancies announcements.

Feedback and evaluation :

- Phone interview and critical evaluation (see herewith attached document))

Sources (web links and bibliography)

- French magazine « REBONDIR »

Attachment N.1 „JOURNAL PHONE CALL RECORD”

Date :

Time :

Company name:

Telephone number and address:

Type of business:

Name and surname of the person to be contacted:

Company position:

(Optional) Name of the person that suggested contacting the company (for example: *I am calling you as suggested by...*)

Samples of introductory sentences to be used when making a *Cold calling* (calls with no prior contact with the prospect).

Setting out of one's arguments:

Appointment due on (date, time, place):

Name, surname and position of the person to be met:

Sum up : (elements to be recalled at the appointment)

Call back to confirm on:

At (time):

Elements to be sent after the phone interview:

Attachment N.2 „SAMPLES OF INTRODUCTORY SENTENCES”

(to be used when making a *cold calling*)

1. You already know the name of the person you are getting in contact with:

Introduce yourself and ask for the person you are looking for :

For instance :

« Hallo, my name is..... would it be possible to talk to please. »

« Hallo, Mrs or Mrspeaking, may I talk to please. »

EXERCICE : Imagine (and write down) the conversation

2. No prior contact with the prospect:

Introduce yourself and say clearly the reason why you are calling and to whom you wish to speak with:

For instance:

« Hallo, my name is..... would it be possible to talk to the responsible of your human resources division... the person in charge of the recruitments in your company...the account... I wish to candidate in your company for a job on...? »

EXERCICE : write a conversation :

3. You are on line with the recruiter:

Introduce yourself and say the reason of your call.

For instance:

This is Or..... speaking ... I am looking for a job ...

EXERCICE: Imagine (and write down) the conversation

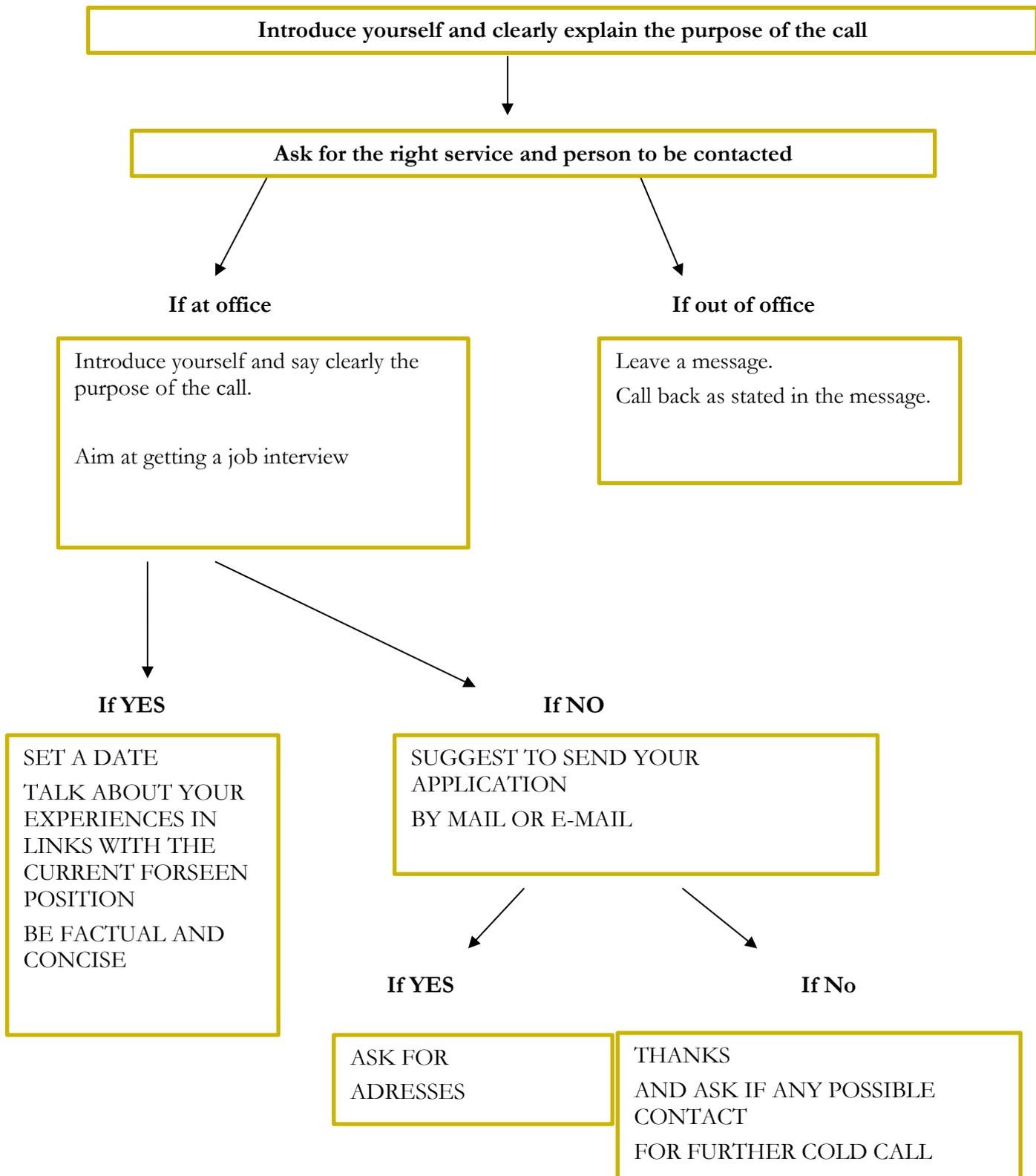
4. You already sent your job application, you contact the company:

For instance :

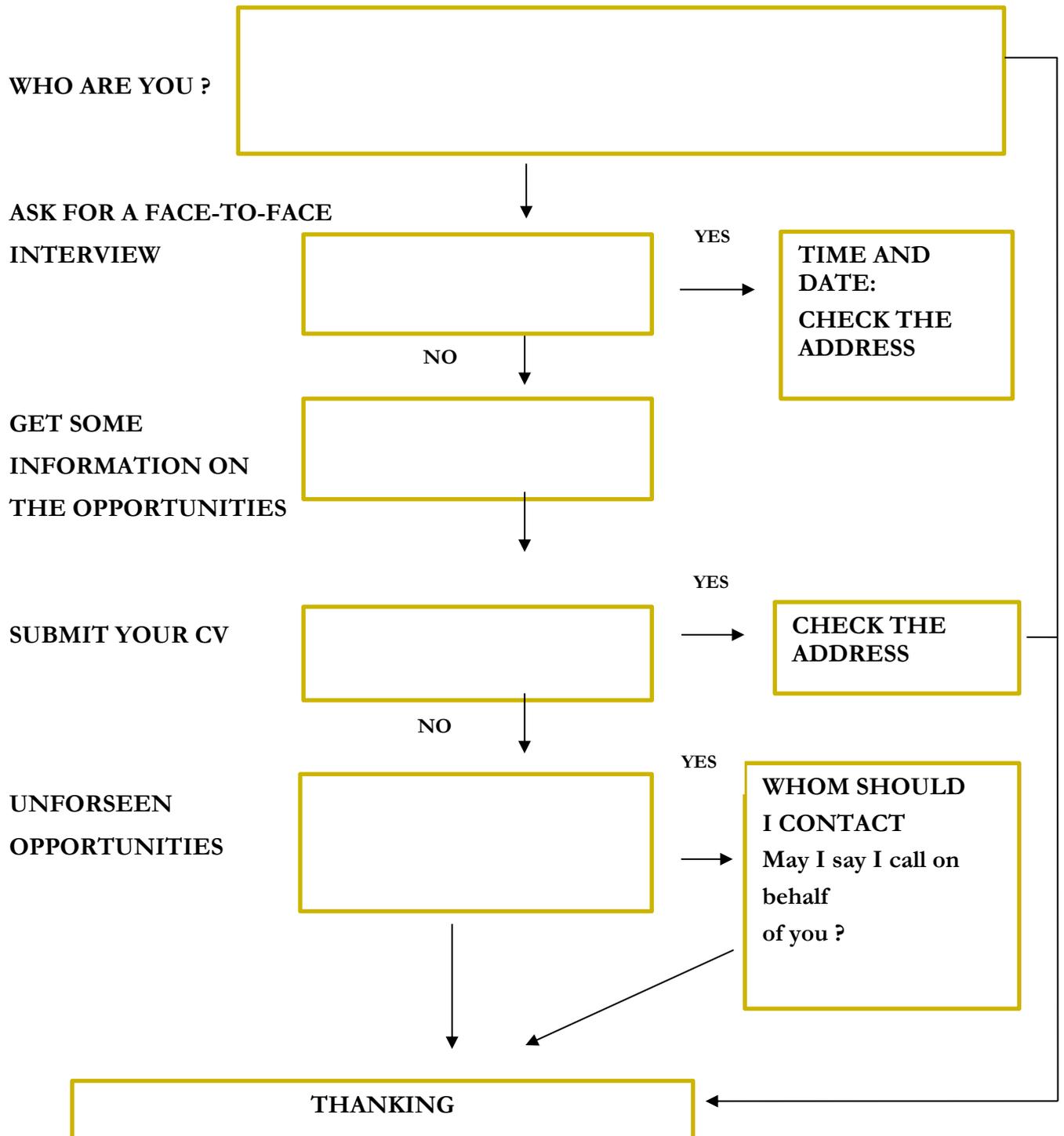
« Hallo this is....I am calling after having sent my application for the job of....according to your announcement... may I speak to the recruiter.... »

EXERCICE: Imagine (and write down) the conversation

Attachment N.3 „PHONE INTERVIEW FLOW CHART”



Attachment N.4 „GETTING READY – (Prepare your phone call)”



Attachment N.5 „SAMPLES OF A POST PHONE INTERVIEW EVALAUTION”

		Satisfactory
- Quality of oral expression and voice tune?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- My voice was monotone?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Was I smiling, polite?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Was my preparation convinient ?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Was my terminology appropriate ?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Was I able to control the environmental noises ?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Was it a good time to call ?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Was I clear enough when I introduced myself ?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Were my answers appropriate to the dealt subjects ?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Was my questioning appropriate ?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Was I able to follow the instructions ?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Was I able to write down correct notes ?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Was the information in accordance with my expectations ?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Am I able to assess the conversation I had ?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Was my performance up to their expectations ?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Was I able to explain what I had to?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Was my aim reached ?	<input type="checkbox"/> yes	<input type="checkbox"/> no
- Was I able to thank in a right way ?	<input type="checkbox"/> yes	<input type="checkbox"/> no

Write herewith all your comments:

Applying for jobs online

Objectives and context:

Many employers advertise jobs on the internet through their own websites, recruitment websites or online job boards owned by newspapers.

More and more, employers are keen on telling job-seekers whether or not they have been successful applying for a job, by email. In some cases, this is now the only way that some employers fill their vacancies.

Raising awareness of job coached persons on how to make sure they keep up with the latest vacancies, and how they will need to:

- find ways of having access to the internet
- have their own e-mail address, and
- know how to find vacancies and fill in applications online.

Target group:

Job seekers facing difficulties in finding a job alone.

Logistics and material:

Internet access.

Personal computers or portable devices.

Tactile phones.

Instructions:

Individual or group work (maximum three-four persons, per job-coach, given the level of technical complexity of the pursued tasks).

This session can be operated in a two hour meeting. Either at job-coach office, or at an internet public point.

Step 1. Finding internet access

The job-coach checks if its client has access to the internet. If that is not the case then she/he gives hints on how to look for jobs online. Here are a few suggestions addressed to job-coached persons:

- *'You can use online centres which are based in your community'.*
- *'You can find your nearest online centre asking to your tow hall information desk'.*
- *'Your local library may have computers that are connected to the internet'.*
- *'You may have friends or relatives who are happy to let you use their home computer to go online'.*
- *'Check with your nearest Job-center office to see what's available in your area'.*

Step 2. Getting an email address

Once the job-coached person is sure to have found access to the internet connection the job-coach set up a personal e-mail address, going at first on search engines (for example Google or Yahoo) as many offer a free e-mail account. Or, putting “*free e-mail address*” into a search engine and look through the results. The job-coach let its client to follow the instructions to set up a free e-mail address. This exercise is meant to make sure that the person acquires self-confidence in using computers and solving small technical problems that may raise (passwords... account name...smtp...).

Step 3. Using the internet to find job boards

Next step is to find the types of jobs the job-coached person is looking for. The job-coached person searches for the right job boards by using a search engine (for example Google or Yahoo). And by trying searching for “*job boards*” or “*jobs in retail*” and so on, until she/he finds the job boards that are most suitable for her/him. Once using its own computer, the job-seeker can save the job boards as ‘favourites’. This action has to be previously learnt with the help of the job-coach.

Step 4. Applying for jobs online

At this stage the job-coach explains that there are two main ways to apply online.

1. By filling in an application form online.

The person is asked to fill in the details in the same way as she/he would with a normal application form. Making sure that all the information the form asks for have been filled in and that the information is correct before sending the form to the employer.

2. By emailing a CV.

Some employers ask to send CVs by e-mail. The Job-coach has to bear in mind that it may also be possible to include a covering letter.

Step 5. Check email regularly

Employers may choose to reply to applications by e-mail, for this reason the job-coach has to raise-awareness (by asking the job-coached person to report or send copy of the received mails) on the importance to check e-mails regularly.

Feedback and evaluation:

The job-coach has to make sure that the ‘e-mail tool’ is considered by the job-coached person has an effective tool (fast, low-cost, complementary...) and that the necessary skills to be autonomus are acquired.

The evaluation will be based on the following checking:

- No failure messages, once the e-mail has been sent.
- Employers’ mails in response to the sent electronic message.
- Collect of enquired information.
- Copy of sent mail to the employers addressed to job-coaches.

Sources:

<http://www.direct.gov.uk/en/Employment/Jobseekers>

Monitoring at the workplace during the client`s adaptation phase

Target group

Employers/workplaces where we succeeded in placing an employee.

Objectives and context

The fact that we were able to employ a person with disability at a particular workplace is a great chance to establish closer cooperation with that company. It is important to strengthen the contact with an employer, to map his needs and needs of an employee with disability, to prevent problems and to solve raised issues in a way that would secure the mutual satisfaction. Such a situation is a chance for the future that this employer will be willing to employ another person with disability and will talk about this good experience also to other employers. At the same time, the personal contact of the counsellor and employer helps to create a friendly relationship and successful cooperation for the future. Monitoring is the part of the client`s adaptation phase at the workplace – talking about quality standards, this is related to the first 6 months and the frequency depends on the individual needs of a client/employer.

Instructions and methodological approach

Step 1:

Contacting an employer, setting a date for meeting at the workplace.

Step 2:

Meeting at the workplace: monitoring working environment /it is possible to use the tool called „The Assessment of Workplace and Working Conditions” mentioned in the toolkit related to the skill assessment).

Step 3:

Semi-structured interview with an employer – mapping the level of his satisfaction with the employee with disability, identification of problematic areas, offering cooperation on the search for solutions in order to reach the maximum satisfaction of the employer. Suggestions for questions that should be used within the semi-structured interview can be found in the attachment 1.

Step 4:

Monitoring of an employee – observation and interview – finding out whether he/she is satisfied in the work, which areas are or can be problematic (this is identified from the experience), etc. Suggestions for questions that should be used within the semi-structured interview can be found in the attachment 1. After that, a date for an individual meeting with client for the work on identified issues or on carrier development should be agreed.

Step 5: The evaluation of the meeting, agreement on the further cooperation /form of contact, frequency of future meetings based on specific situation/.

Attachment

Attachment 1 - Semi structured interview with an employer

Attachment 2 - Semi structured interview with an employee:

Attachment N. 1 “Semi structured interview with an employer”

- What is your overall satisfaction with employee X?
- Do you think he/she got used to the working environment and duties? If not, what should be done in order to change it? Can we offer you a counselling in that particular area?
- Do you think that employee X is a full member of your working team?
- Are you satisfied with his/her level of involvement? Is his/her performance good? Does he/she strive to improve his/her performance and skills?
- Are there obstacles or barriers that make it harder for this employee to work? Can we cooperate together in order to remove these obstacles?
- Do you feel that employee X would need certain support or assistance?
- Have you thought about employing another person with disability?
- Are you satisfied with our services?

Attachment N.2 “Semi structured interview with an employee”

- Did you get used to your role within your workplace?
- How did you get used to your duties at the workplace? Are there any problematic areas? Can we work together in order to overcome these problems?
- Do you feel you are a full member of the working team? If not, why?
- Can you deal with task at the workplace (physically but also mentally)? If not, what should change?
- Are you satisfied with yourself? If not, what are the areas we can work on together?

Approaching Companies - Lobbying Method

Target group

Potential employers – medium or large companies with more than 20 employees not employing persons with disabilities. Under the law for Quota system they have to pay penalties for not employing employees with disabilities or they have a chance to give the orders to the sheltered workshops .

Objectives and context (if applicable)

- To increase the awareness of companies which pay penalties for not employing people with disabilities in compliance with quota system on how to avoid these penalties.
- To map the needs of a company and to offer suitable consulting services and help the company to find solutions.

Companies are aware of the fact that they pay a lot of money for not employing people with disabilities. However, they choose this option as this way seems to be the easiest for them. Our goal in using this tool is to emphasize other options as to offer the orders to sheltered workshops, to create the sheltered , or supported workplace or work from home, to use the working assistant or the services of Supported employment agencies. It is a form of lobbying and advice.

Instructions and methodological approach

Step 1:

Research – in order to find large companies which could potentially employ people with disabilities, respectively those which – according the quota system – do not employ enough people with disabilities.(e.g, from databases of local employment services, own databases of Agency for Supported Employment)

Step 2:

Contacting these companies through the phone – in order to find out whether they employ people with disabilities or not, whether they employ enough people with disabilities according the quota system, but also in order to present our organization and offer our services. In order to maintain the contact with a particular employer, we can send them the suggestion of our cooperation through e-mail. Positive approach is important – it is necessary to have suggestions and solutions ready and to emphasize good results in the employment of people with disabilities and costs saving solutions. If a company is explaining various barriers, it is necessary to suggest ways how to overcome them.

Step 3:

Sending a letter, in case of success maintaining the communication and cooperation, in case of no reaction re-contacting of an employer, request for feed-back.

Materials

Letter to companies – basic version – see the attachment.

Feedback and evaluation

The best feedback is the positive feedback from the company and future cooperation. Statistics: number of sent letters compared with the number of answers. Final figures of employed clients.

Attachment

Letter for companies /basic version/

Attachment ,, Letter for companies /basic version/“

Raise your credibility of corporate responsibility company and create the conditions for reasonable employment of persons with disabilities on the labour market:

Are you a company or institution with more than 20 employees ? We can advice you how to decrease the percentage of penalty to the state budget for the low rate of employment of persons with disabilities and thus how to save your expenditures.

In line with the law nu 5/2004 Act on Employment Services and other ammendments (§ 63 ods. 1, písm. d) the employer with more than 20 employees has obligation to employ relevant percentage of persons with disabilities. In the case he does not fullfil this requirement the employer is obliged to pay to the state budget contribution for the non employment of persons with disabilities.

Which options do you have to be in line with the law 5/2004?

1. employ persons with disabilities

– we will help you to find suitable candidate for the offered working position

2.order the products or services of sheltered wokshops employing persons with disabilities /we will recomend you the sheltered workshops employing more than 50% of persons with disabilities/(§ 53, § 64)

Or

pay the obligatory contribution of the employer for non-employment of persons with disabilities to the state budget.

Keep in mind that in the first way will be helpfull not only for you, but it will create an opportunity for improvement and fulfillment of life of persons with disabilities.

Recruitment of people from excluded groups

Target group

Representatives of employers: directors of the companies, human resource managers, responsible for the recruitment and staff management.

Context

The game could be used as an exercise in various seminars, workshops, trainings for the employers.

N.B. Although this particular activity speaks about recruitment of former prisoners, the game could be adopted to other groups (such as disabled, long term unemployed etc.)

If the employer see that an applicant spent time in prison he may assume that the candidate possesses undesirable traits: little job experience, lack of skills, drug or alcohol abuse, etc. This exercise asks a hiring person to decide among several candidates with criminal records, who have applied for a particular job.

Objectives

- To organise common activity for the employers and job coaches for establishing direct contacts
- To show the possibility to expand circle of potential candidates in the recruitment process
- To speak about employment of candidates from excluded groups
- To examine the challenges faced by former prisoners (or other excluded groups) in gaining employment

Instructions and methodological approach

Step 1

Each participant imagines that he is human resource manager and has to make hiring decision for the five candidates to fill the vacancy described in Attachment No 1.

Step 2

Each participant should read the descriptions of candidates (Attachment No 2) and have to complete the ranking table (Attachment No 3) by assigning personal ranking for five candidates for the job.

Step 3

Participants form the group of 5 to 7 members and make group ranking

Step 4

Each group presents their results and provide arguments

Step 5

Questions for debriefing:

- Which experiences, skills, and qualifications were the most relevant to this hiring decision?
- How did the candidates' criminal background influence the hiring decision?
- What challenges do former prisoners face in gaining employment?
- What can companies and managers do to create successful employment opportunities for former prisoners?

Materials

- Description of the vacancy (Attachment No 1)
- Description of the candidates (Attachment No 2)
- Ranking table (Attachment No 3)

Feedback and evaluation

Job coaches get ideas about the recruitment procedures in various companies, employers – some information about excluded groups.

Sources (web-links, bibliography)

“Managing diverse workforce: Learning activities”, Gary N. Powell, 2011

Attachment N.1 „Description of the vacancy“

The large office supplies company was asked to participate in the state program of vocational rehabilitation of former prisoners assist them in finding employment. If the company participates in the program it can benefit from special tax incentives for each individual hired. AS a part of it's social responsibility office supplies company decided to fill one of the three open positions and to hire ex-prisoner. The company is looking for warehouse worker to make daily care of the warehouse, record of goods, and communication with clients and staff members.

Responsibilities for this position include the following:

- Acceptance of office products, handling, packaging.
- Shelf filling, accounting.
- Assistance with a periodic inventory.
- Communication with clients – suppliers of office products.
- If necessary, additional support to other departments.

Minimum qualifications for the position:

- Secondary education
- Independent decision making, motivation, energy, responsibility
- Strong organisation skills
- Willingness to work additional hours as needed
- Proficiency in Excel, Word and email
- Licence to drive loader and experience preferred but not required.

Attachment N. 2 „Description of the candidates”

Denis Deordij. *Criminal record:* driving while drunk, third offence, released 6 ago. *Education:* secondary school. At the moment he has latent college studies (entered after release). *Work experience:* two years working in fish department at large supermarket, 2,5 years working as a cashier, 4 months temporal working as a watchmaker at parking place. *Skills:* cash machine, Word (beginner), Excel (beginner), Outlook (beginner), fax and copy machine. *Schedule constraints:* unable to work Fridays and Saturdays due to college classes.

Viktor Bachmetov. *Criminal record:* car theft, second offence, released 10 months ago. *Education:* secondary, certificate of finished computer training course. *Work experience:* 4 years working as a salesman at small shop (family business), temporal working experience at local bars (barman), temporary assignment as a front desk receptionist for a private clinic. *Skills:* cash machine, Excel (beginner), Word (intermediate), Outlook (intermediate), copy machine, accounting (beginner).

Elena Sudolska. *Criminal record:* Selling stolen goods, contraband goods, released 2 weeks ago. *Education:* secondary. *Work experience:* 2 months working at voluntary basis at hospital: providing information to families, registration of calls; 1 year experience in the shoe store as a salesperson (responsibilities: costumer service, working with cash machine). *Skills:* cash machine, client service, copy machine, Word (intermediate), Excel (beginner), Outlook (intermediate).

Virginija Aleksandravičiūtė. *Criminal record:* vehicular manslaughter, released 2 years ago. *Education:* secondary. *Work experience:* 2,5 working as a cashier at a supermarket; 0,5 year working in sorting second hand clothes. Completed computer course: Word (intermediate), Excel (intermediate), Outlook (intermediate). On weekends currently working in Caritas canteen, helping to serve the food and also small administrative work: copying documents, accounting with Excel sheets, communication on phone.

Alvydas Repšys. *Criminal record:* possession of drugs with intent to sell, released 1 year ago. Secondary education, courses of accountancy, business management and computer skills. *Work experience:* 3 years working as an assembler of electronic devices, 1 year – audio electronic installer, 2 – salesman at audio electronic department. *Skills:* using fax machine, Word (intermediate), Excel (intermediate), Outlook (intermediate), copy machine, knowledge of electronic devices (expert), sales, client service.

Attachment N. 3 „Ranking table“

Candidate	Your personal Ranking	Group Ranking

Diversity seminar for the employers

Target group

Representatives of employers: directors of the companies, human resource managers, responsible for the recruitment and staff management.

Objectives and context

- To make direct contacts with the employers
- To show the benefits of the diverse workforce in the company
- To speak about possible candidates from excluded groups
- Make impression of social job coach organization as a professional service provider

Instructions and methodological approach

Step 1

Preparation for the seminar:

- **Choose a nice place to organize the seminar** 😊
- **Definition of the program.** See the example of the program on attachment No 1. Please, note, that the program can be defined according to the needs of organization and the employers, e.g. “Recruitment and motivation of people with low qualification”, “Employees with disabilities: the unused workforce potential” or other
- **Finding lectures for the seminar.** It is important that not only staff of the job coaching organization are the lecturers. For the sake of seriousness and professionalism it is important to invite lecturers from other institutions (e.g. Equal opportunities specialist, representative of Labour Exchange). It is crucial to invite employer you already working with to share the successful stories of employment of people from excluded groups.
- **Invitations to the seminar.** Make a list of companies who would be interested to participate in the seminar. Write invitation letters to them and call afterwards.

Step 2

Organization of the seminar according to the program (see attachment No 1):

- Presentation “*Why is it important to talk about diverse workforce in Lithuania?*” In this presentation the statistical data from different researchers are presented showing that recruiting and managing a diverse workforce can have economic benefits for companies.
- Short film „*Making the best use of everyone’s talents: promoting diversity in the workplace*“
- Presentation „*What is discrimination and how to recognise it?*“ Presentation from the representative The Office of Equal Opportunities Ombudsperson about the grounds of

discrimination, legal acts, practical examples based on complaints regarding discrimination in the workplaces.

- Game „Labels“ – about the effects of stereotyping people
- Good examples of employment of excluded group. The presentation of social job coach who provides with concrete examples and stories of success.
- Successful practices of recruiting people from excluded groups. Presentation from the side of employers: about the diversity strategies, social responsibility and concrete examples of people from disadvantaged groups working in the companies.
- Presentation „Employers awards for integration of socially vulnerable people and young people into the labour market“ made by the representative of Labour Exchange.
- Game “Recruitment of people from excluded groups” – about the recruitment of people with different backgrounds
- Game „Take a step forward“ – about the inequality of opportunities in society
- Face to face communication between employers and job coaches during the common lunch regarding employment of people from disadvantaged groups

Step 3

Evaluation of the seminar according to the evaluation form (see attachment No 2)

Materials

Cards for the game „Take a step forward“and description of situations

Sticky labels for the game „Labels“

Film „*Making the best use of everyone’s talents: promoting diversity in the workplace*“

<http://www.youtube.com/watch?v=YGyhCC4Dj6U>

Feedback and evaluation

The biggest advantage of the seminar is the direct contacts with employers which can be used to help target group to get employed.

Sources (web-links, bibliography)

- Online education pack: ideas, resources, methods and activities for informal intercultural education with young people and adults - <http://eycb.coe.int/edupack/contents.html>

Attachment N.1 „Program of the diversity seminar for the employers“

Duration	Topic	Lecturer
20 min	Presentation <i>“Why is it important to talk about diverse workforce in Lithuania?”</i>	SOPA
10 min	Short film <i>„Making the best use of everyone’s talents: promoting diversity in the workplace“</i>	
60 min	Presentation <i>„What is discrimination and how to recognise it?“</i>	The representative of The Office of Equal Opportunities Ombudsperson
20 min	Game <i>„Labels“</i>	
20 min	Good examples of employment of excluded group	SOPA
30 min	Successful practices of recruiting people from excluded groups.	Representatives of the companies
30 min	Presentation <i>„Employers awards for integration of socially vulnerable people and young people into the labour market“</i>	Representative of Labour Exchange
60 min	Game <i>„Recruitment of people from excluded groups“</i>	
30 min	Game <i>„Take a step forward“</i>	
90 min	Lunch	

Attachment N.2 „Diversity seminar evaluation form“

Date

Please evaluate the statements below from 1 to 4 points.

	1 Strongly disagree	2 Disagree	3 Agree	4 Strongly agree
The seminar met my expectations				
I am going to use acquired knowledge in practice				
The material was presented in a clear and understandable manner				
Acceptable form of a workshop				
Would recommend to others to participate in similar training				

What did you like the most?

What would you suggest to make in a different way?

If you participate in the similar seminars, what kind of themes would be actual?

Do you think if the diverse policy is needed in your company?
