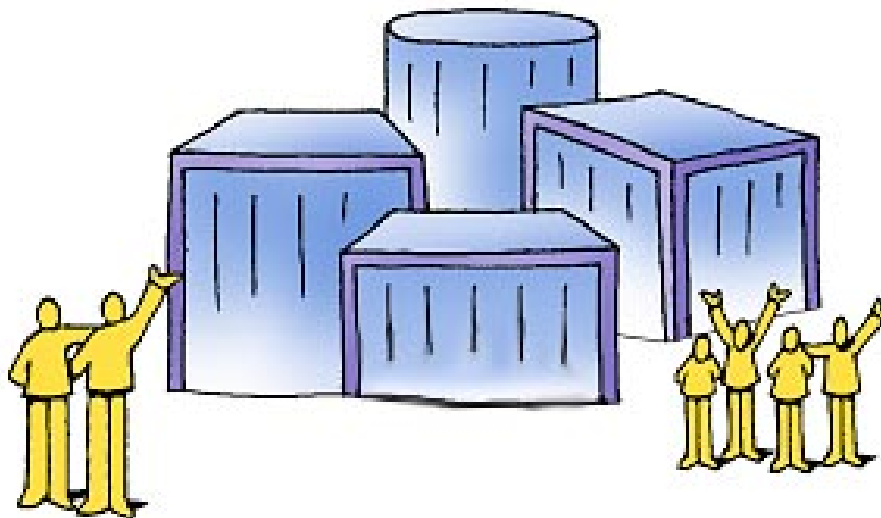


# Engaging Employers & Workplace Partners

Workshops brought to you by the  
Youth Council Institute

*February 2005*

## Notes Packet



Presented by:  
**New Ways to Work**

February 22, 2005: South San Francisco

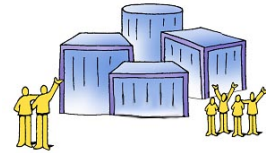
February 23, 2005: Fresno

February 24, 2005: San Diego

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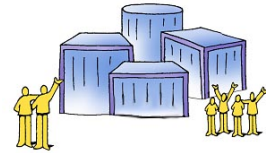


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# Workshop Summary

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New Ways to Work and YCi hosted a content workshop series on the topic of **Engaging Employers and Workplace Partners: The Role of Engagement Specialists and Strategies for Effective Organizations**. The workshop was held in three regional California locations: February 22<sup>nd</sup> - San Francisco, February 23<sup>rd</sup> - Fresno, and February 24<sup>th</sup> - San Diego. Youth Council staff members, community youth service providers, and educators came together to learn tools and strategies for successfully engaging workplace partners. The workshop was facilitated by Steve Trippe, President, and Chandra Larsen, Project Associate, of New Ways to Work.

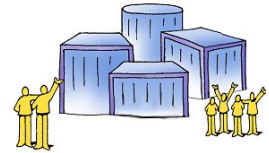
Engaging workplace partners is a critical part of building a successful youth-serving program and making real connections for youth. The goal of the workshop was to support individuals and organizations in connecting with the public, private, and community sector to increase organizational capacity, coordinate services, and better serve youth. Improving customer service standards and discussing strategies for overcoming objections were highlighted as important elements by many participants in their evaluations. Additional feedback included discovering the benefit of seeing potential workplace partners as customers, and youth as “products.” Many participants expressed that they were motivated to return to their organizations and support building overall organizational capacity to better serve workplace partners.

According to evaluation results, 96% of participants agreed or strongly agreed that the discussions were helpful and useful, and that the event was worth the time, effort, and resources to attend. Participants particularly liked content covered under the Marketing and Sales Overview with the 4 Easy Steps and the Market Forces exercise. Overall, as a result of this workshop, participants reported concrete steps to shift their individual and organizational approach to engaging workplace partners.

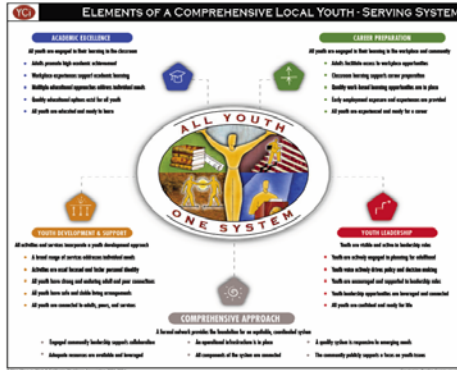
This packet includes transcribed notes from all three workshops combined. Additional information, tools, and activities from this workshop can be viewed and downloaded online at: <http://www.nww.org/previouscalls.html>. The updated [Powerpoint](#) presentation and [evaluation results](#) are available online for view and download.

If you would like to receive an updated participant contact list, or if you have any additional questions or comments, please contact Chandra at [clarsen@nww.org](mailto:clarsen@nww.org).

# Meeting Notes



## *Supporting Career Preparation as a Marketing and Sales Professional*



Chandra Larsen opened the workshop introducing the New Ways team of facilitators, and provided an overview of New Ways to Work, and the sponsoring project, the Youth Council Institute. She reviewed the [Elements of a Comprehensive Youth-Serving System](#), which can be viewed and downloaded online in the “Tool Chest” section of the New Ways website.

The focus of this workshop was to go deep into supporting career preparation for youth.

## *The Engagement Specialist’s Role as a Marketing and Sales Professional*

The engagement specialist’s role as marketing and sales professional is essential to making good things happen for young people. It is critical that engagement specialists consider themselves sales and marketing professionals. This workshop focused on supporting individual engagement specialists with their marketing and sales strategies, as well as organizational structure to support workplace partner engagement.

Steve Trippe provided a *Marketing and Sales Overview*, which included *Four Easy Steps*:

- Be Prepared
- Make a Plan and Stick to It!
- Market and Sell Your Service
- Deliver Flawless follow-up

The [Quick Guide for Engagement Specialists](#) outlines the Four Easy Steps, and can be downloaded online, along with other supportive materials to help you with your engagement functions. Also see the updated [PowerPoint](#) presentation for full content discussion.

## *Giant List of Job Titles*

“Engagement Specialist” refers to anyone whose job function includes recruiting or engaging employers or workplace partners, such as: job developers, placement specialists, account representative, internship coordinators, youth specialists, work-based learning coordinators, industry liaisons, or academy directors. As the list of job titles below demonstrates, many different people, wearing many different hats, have a role in engaging workplace partners. The following job titles were shared at the meeting:

- Youth Employment Specialist
- Education Consultant
- Outreach Representative
- Community Outreach Manager
- Deputy Director
- Program Manager
- Research Analyst
- Career Development Coach
- Job Developer
- Assessment Technician

- Community Liaison
- Youth Development Specialist
- Employer Services Representative
- Business Relations Specialist
- Case Manager
- Marketing Specialist
- Research Assistant
- Project Coordinator
- Youth Council Member
- School-to-Career Director
- Career Advisor for Youth Services
- Business/Employment Specialist
- Job Developer
- Vocational Counselor
- Manage ILP Foster Youth
- Assistant Project Coordinator
- Transition Case Manager
- Program Specialist
- Executive Director
- Training Service Manager
- Career Development Specialist
- Manager of Business Partner Relationships
- Team Leader/Supervisor
- Employment/Training Specialist
- Career Center Specialist
- Coordinator of Classroom in the Community
- Apprenticeship Coordinator
- Youth Guidance Coordinator
- Youth Service Specialist
- Director of Government Relations
- Staff Project Manager
- Employment and Services Manager
- Youth Development Case Managers
- Outreach Program Coordinator
- Employment Specialist
- WIB Senior Analyst
- Project Manager
- Youth Program Coordinator
- Eligibility Intake Technician
- HR Consultant
- Hire-a-youth Coordinator
- Follow-up Team Leader
- Program Director
- Transition Specialists
- Youth Program Manager
- StC Youth Employment Coordinator
- Employer Outreach Coordinator
- Operations Manager
- Developmental Coordinator
- Job Recruiter
- Emancipation Preparation Advisor
- Outreach Advisor
- Community/Business Liaison

### ***Step 1: Be Prepared***

The following points support your preparation efforts for engaging workplace partners:

- Understand the Labor Market
- Know Your Products or Services
- Know Your Supply of Young People and Schools and Other Training Organizations
- Identify Your Resources for Engagement

Participants participated in an activity to help them prepare to engage workplace partners, by identifying market resources. The [Market Forces activity](#) may be duplicated in your community and the instruction sheet is available online. The following page includes the transcribed notes from the activity conducted during the workshop.

## UNDERSTANDING MARKET FORCES

Market Forces	Competition	Services & Strategies	Workplace Partners	Types of Opportunities
<ul style="list-style-type: none"> <li>▪ Profits/Money</li> <li>▪ Time - Important/not enough/don't waste</li> <li>▪ Budget</li> <li>▪ Liability</li> <li>▪ Personnel</li> <li>▪ Deadlines</li> <li>▪ Products/equipment</li> <li>▪ Audits</li> <li>▪ Marketing strategies</li> <li>▪ Competition</li> <li>▪ Vacancies - gap between needs &amp; availability</li> <li>▪ Community image</li> <li>▪ Quality services</li> <li>▪ Business/strategic plan</li> <li>▪ Supervisors and Board of Directors</li> <li>▪ New products</li> <li>▪ Staying in business</li> <li>▪ Traffic</li> <li>▪ Priorities</li> <li>▪ Productivity &amp; performance</li> <li>▪ Responsibilities</li> <li>▪ Need to succeed</li> <li>▪ Future</li> <li>▪ Personal issues</li> <li>▪ Economics</li> <li>▪ Worry about job</li> <li>▪ Success of company</li> <li>▪ Job safety</li> <li>▪ Community impact</li> <li>▪ Employee morale</li> <li>▪ Over-head</li> <li>▪ Work ethic</li> <li>▪ Sales</li> <li>▪ Quality human resources</li> <li>▪ Crisis - interruptions</li> </ul>	<p><b>Real competition:</b></p> <ul style="list-style-type: none"> <li>▪ Corporations and other businesses who use slick marketing for the attention of the workplace partners you want to engage.</li> <li>▪ Also businesses that have something to sell that your potential workplace partner wants to buy.</li> <li>▪ Taking the time &amp; money of your potential workplace partner out of your industry.</li> </ul> <p><b>Not competition - Partners!</b></p> <ul style="list-style-type: none"> <li>▪ Adults for jobs</li> <li>▪ Non-profits</li> <li>▪ Temp. agencies</li> <li>▪ College graduates</li> <li>▪ Law enforcement</li> <li>▪ Schools</li> <li>▪ Welfare to work</li> <li>▪ Rest of the labor pool</li> <li>▪ People who are not disenfranchised</li> <li>▪ "Big shot" programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pre-screened, prepared &amp; qualified workforce</li> <li>▪ Skilled workforce</li> <li>▪ Timely job matching</li> <li>▪ Good match</li> <li>▪ Extra support to youth/employers</li> <li>▪ Liability/worker's comp.</li> <li>▪ Subsidized employment</li> <li>▪ Reduce turnover</li> <li>▪ Young, energetic &amp; enthusiastic</li> <li>▪ Quick buy-in, loyal &amp; committed workers</li> <li>▪ Publicity to promote services</li> <li>▪ Proclamation</li> <li>▪ Logo on webs/free advertising</li> <li>▪ Reliable clients</li> <li>▪ Save money</li> <li>▪ Personnel services</li> <li>▪ Trusting relationship</li> <li>▪ Tax breaks &amp; incentives</li> <li>▪ Resources to expand business</li> <li>▪ Resources for recruitment</li> <li>▪ Business services</li> <li>▪ Show community investment</li> <li>▪ Annual recognition/visibility</li> <li>▪ Payrolling services</li> <li>▪ Support for supervisors</li> <li>▪ Job coaches</li> <li>▪ Mutual monetary benefits</li> <li>▪ Buy their merchandise</li> <li>▪ Try-out employees</li> <li>▪ Disability &amp; other law consultants</li> <li>▪ Work permits</li> <li>▪ Support paperwork</li> <li>▪ Certification based on industry</li> <li>▪ 24-hour support</li> <li>▪ Media recognition</li> </ul>	<ul style="list-style-type: none"> <li>▪ Small businesses (mom &amp; pop)</li> <li>▪ County and city</li> <li>▪ Corporations</li> <li>▪ Non-profits</li> <li>▪ Hospitals</li> <li>▪ Health care</li> <li>▪ Bio-tech.</li> <li>▪ One-stops</li> <li>▪ Trades (all)</li> <li>▪ Agriculture</li> <li>▪ Retail</li> <li>▪ Schools</li> <li>▪ Government/civic</li> <li>▪ Hospitality</li> <li>▪ Restaurant/food</li> <li>▪ Training providers</li> <li>▪ Police/fire</li> <li>▪ Manufacturing</li> <li>▪ Auto</li> <li>▪ Information Tech.</li> <li>▪ Entry-level</li> <li>▪ Telecom</li> <li>▪ Tourism</li> <li>▪ Recreation</li> <li>▪ Financial services</li> <li>▪ Check cashing</li> <li>▪ Electronics</li> <li>▪ Amusement parks</li> <li>▪ Public/Judicial</li> <li>▪ Accounting</li> <li>▪ Construction</li> <li>▪ Colleges</li> <li>▪ Entertainment</li> <li>▪ Transportation</li> <li>▪ Professional</li> <li>▪ Entrepreneurial</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jobs</li> <li>▪ Job Shadows</li> <li>▪ Supervision</li> <li>▪ Mentoring &amp; Guidance</li> <li>▪ Skills training</li> <li>▪ \$ money - livable wages</li> <li>▪ Connections</li> <li>▪ Internships</li> <li>▪ On the job training</li> <li>▪ Learning atmosphere</li> <li>▪ References</li> <li>▪ Education support</li> <li>▪ Career development</li> <li>▪ \$ for your program</li> <li>▪ Scholarships</li> <li>▪ Speakers/workshops</li> <li>▪ Design curriculum</li> <li>▪ Advisory board</li> <li>▪ Flexible employers for hard to serve youth</li> <li>▪ Work experience</li> <li>▪ Soft skills</li> <li>▪ Career exploration</li> <li>▪ Benefits</li> <li>▪ Training</li> <li>▪ Job care</li> <li>▪ Bi- and Mono-lingual</li> <li>▪ Curriculum review</li> <li>▪ Childcare</li> <li>▪ Transportation</li> <li>▪ Tours to orient staff</li> <li>▪ Apprenticeship</li> <li>▪ Volunteer</li> <li>▪ Permanent jobs</li> <li>▪ Safe &amp; legal opportunities</li> <li>▪ Info. interviews</li> <li>▪ Work-study</li> <li>▪ Relevant learning ops.</li> <li>▪ Career advancement</li> <li>▪ Define skills (WRC)</li> <li>▪ Partnerships</li> </ul>

## ***Step 2: Make a Plan and Stick to It!***

Steve Trippe discussed the main components of developing a marketing plan. Documents and activities to support this area are available on the New Ways website at:

<http://www.nww.org/previouscalls.html>. The main points of developing a marketing plan are summarized as follows:

- **State your purpose, goals, and objectives** to help keep you focused and on track with your plan.
- **Define your customer base** in order to focus on potential partners who are likely to be receptive to your message.
- **Qualify the market** paying attention to potential partners in high-growth areas and those that have prior involvement with youth programs and community based activities.
- **Create key messages** to insure consistency and clarity in your marketing and recruitment.
- **Outline your marketing strategies** including a steady balance among general awareness, targeted marketing, and direct recruiting.
- **Create a detailed activities calendar** to help organize your marketing and sales activities.

## ***Outlining Marketing Strategies***

Steve Trippe discussed that there are three main areas of marketing to include in marketing plans as a set of equally balanced activities; general awareness, targeted marketing, and direct recruiting. By conducting activities on all three levels at all times, successful engagement specialists can ensure a steady flow of workplace opportunities for youth and new partners for programs and schools.

- **General awareness** activities include media campaigns, special events and other public relations activities. Through these you create name recognition and heightened interest in what your organization does. This supports greater receptivity to your targeted marketing strategies.
- **Targeted marketing** takes advantage of your work in qualifying the market. Direct mail, telemarketing and prospecting in those areas you defined earlier will bring you one step closer to creating opportunities for young people or bringing new partners to your organization or school.
- **Direct recruiting** is where you actually generate opportunities with individual partners. This is done through sales presentations to businesses or business organizations, through job fairs, and through networking activities and direct sales calls on potential customers.



### ***Outlining Marketing Strategies Brainstorm Activity***

Participants brainstormed marketing strategies for each level as transcribed below (bolded ideas were selected as favorites). **Please note:** some groups brainstormed target audiences, key points in their pitch, how to engage youth, or needs from workplace partners, rather than actual marketing activities. In addition, some ideas brainstormed may have fit better in different target areas, although some activities do overlap given specific community conditions.

#### **General Awareness Activities**

- **Simple/eye catching marketing materials**
- **Collaborate with other organizations**
- **Youth sponsored activity**
- **Publicize success stories**
- **Newspaper, radio, TV ads.**
- **Logo/slogan: “Got Kids?”; “Dream, Discover, Celebrate”, and “WIO: Workin’ It Out!”**
- **Strategic networking - job fair or other community events**
- Town Hall and City Council Meetings
- Newspapers - multiple languages
- Email blasts
- Orientation nights/open house
- Promotional items
- Community provider fairs
- Advertise with movie theatres and local cable TV channels
- Word of mouth - youth
- Community service
- Attend charity/community events
- Mailing
- Brochures
- Business cards
- Flyers/Bill Boards
- Attend Chambers of Commerce meetings
- Collaborate with past networks and follow-up
- Marketing strategy - company logo
- Community meeting
- Develop relationship with one contact person and establish awareness of needs
- Public television
- Websites
- Products
- Packages
- T-shirts
- Clothing
- Volunteering
- Boards
- Job Fairs (also in collaboration with other agencies)
- Linking programs
- Sporting events
- Endorsements - government/mayor
- Local news station - special interest
- Newsletters - trade, school, CBO, government
- Press releases
- Outreach campaigns
- Individual presentations
- Awareness week
- Personal contacts/networking
- Mixers
- Career days
- Service clubs
- Youth and school programs
- Orientations
- Employer recruitment
- Public service announcement
- Social services
- Websites
- Mass mailing
- Faith-based organizations (churches)
- Non-profits
- Swap meets
- Conference/fair booth

## Targeted Marketing

- **Job Announcements**
  - **Networking/community relations (Chamber, Kiwanis, etc.)**
  - **Presentations**
  - **Community outreach - Chamber, schools, etc.**
  - **Identify “cool” person - local Champion to advocate for organization**
  - **Join committees**
  - Join agency advisory boards
  - Youth-led focus groups
  - Internal referral (mass-mailing of brochures)
  - Target WIA/WIB board members to provide connections
  - Present to HR - set up meeting
  - Establish common needs
  - Bring youth to present success stories
  - Presentation at a Chamber of Commerce
  - One-stops
  - Youth information booth (in malls)
  - Direct mailing
  - Phone calls
  - Personal contact
  - TV/movie advertisement
- Website
  - Community meeting
  - Specific clustered job/career fairs (healthcare, retail, hospitality, etc.)
  - Cold call - drop-in person
  - Follow-up/retention
  - Collaboratives
  - Surveys
  - Focus groups
  - Marketing portfolio
  - Internships/mentors
  - Long-term employment/previous successful placements
  - Previous successful placement
  - Facility use
  - Parent involvement
  - PowerPoint presentation
  - Successful program
  - Service learning projects
  - Training/Certifications
  - Contact target industries
  - Feature stories in media
  - Volunteer at other events/agencies
  - Research
  - On-site tours
  - Exchange of services and products
  - PSA’s/press packets

## Direct Recruiting

- **Company tours**
  - **Partnering with other sources**
  - **Presentation of successful youth (youth led)**
  - **Testimonials/success stories**
  - **Address incentives “What’s in it for them?”**
  - **Discuss financial benefits of program (subsidized salary, worker’s comp., etc.)**
  - Direct calls - individual presentations
  - List of or provide resumes of available youth
  - Speakers bureaus
  - Chambers of commerce
  - Labor market information - employers
- Workshops
  - Job Fairs - for specific industries
  - Schools - vocational schools
  - Connect in person
  - Engage, but let them talk, we listen
  - Leave information
  - Highlight asset/benefits of service or program
  - Counter concerns
  - Bring “product” with you
  - Groom youth to market
  - PR opportunities
  - Risk minimized by support team
  - Personalized, individualized recruitment effort for employer

### Step 3: Market and Sell Your Service

Steve Trippe reviewed the following key points to support effectively marketing and selling your services. Documents and activities to support these points are available on the New Ways website at: <http://www.nww.org/previouscalls.html>.

- **Begin with a focus on customer service**, to ensure that you are able to address the unique needs and circumstances of each prospective partner.
- **Network in multiple circles** in order to raise awareness of your program and to develop relationships with potential workplace partners.
- **Prepare Your Sales Presentation** to address the needs and concerns of prospective workplace partners.
- **Make the sale** by understanding your potential partner's motivation, and being ready to value all participation commitments.

### Handling Workplace Partner and Employer Rejections

Among the challenges engagement specialists face in attempting to make a sale are objections made by potential workplace partners. Participants brainstormed [common objections of workplace partners](#) and possible solutions, which are compiled into one document and can be downloaded from New Ways website.

### Step 4: Deliver Flawless Follow-up

Chandra Larsen discussed the importance of and strategies for following up with clients (or potential clients). Taking that extra step of gratitude or support can be an essential factor for developing sustainable relationships. The following points summarize ideas for following up:

- **Become the primary resource** for information and problem solving.
- **Support the ongoing participation** of your partners by making sure that their needs and expectations are being met.
- **Deliver on promises**; workplace partners need to be able to count on you.
- **Measure results and share information** to guide decisions and engage your partners in making improvements.
- **Stay in continuous contact** to ensure satisfaction and develop lasting relationships.

### Characteristics of Effective Organizations

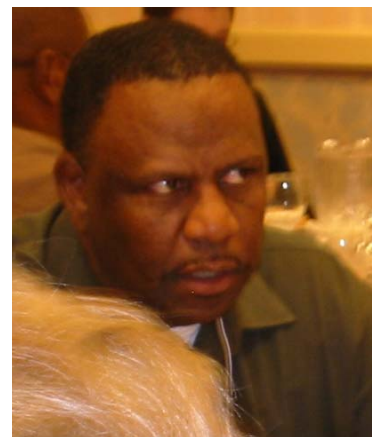
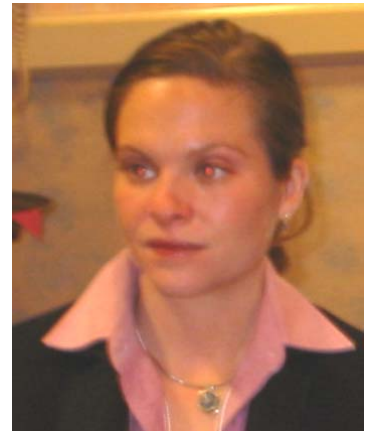
Following completion of the section of the workshop focused on supporting strategies of the engagement specialist, Steve Trippe reviewed the [Characteristics of Effective Organizations framework](#) and the [self-assessment](#) tool. Individuals were encouraged to bring these tools back to their organizations and conduct and organizational assessment with their colleagues. Also available online that was not handed out during workshop is a [narrative](#) that reviews the content illustrated on the Characteristics of Effective Organizations Chart.



## *Next Steps*

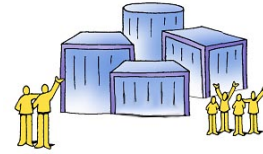
Participants shared what they will do or do differently as a result of the workshop:

- Assess organizational capacity - achievements
- Find ways to address needs/gaps
- Maintain successful strategies of serving workplace partners as customers
- Work with providers to help support their approach to serving business
- Support staff new to workforce development
- Youth-friendly spaces
- Follow-up with intermediary partners who connect and engage partners for youth
- Goal oriented instead of task-oriented
- Change/check voicemail
- Apply overcoming objections ideas
- Practice pitch
- Fine tune strategies
- Use tools
- Focus target market work
- Training for all staff on workshop components
- Activities with staff
- Work on elevator pitch
- Stay pro-active with engaging workplace partners
- See youth as a “product” and build their capacity
- Support confidence in job developers
- Build a calendar of marketing activities
- Follow up with personal cards for employers
- Send thank you notes to “No’s” for their time and energy
- Develop a logo



## Follow - Up Information & Resources

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### Workshop hosts and presenters:

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To download tools and worksheets from this and other workshops, go to:

<http://www.nww.org/previouscalls.html>

For more information about the California Youth Council Institute (YCi) go to:

[www.nww.org/yqi](http://www.nww.org/yqi)

For more information about upcoming content calls and trainings, go to:

[www.nww.org/networkcontentcalls.html](http://www.nww.org/networkcontentcalls.html)

To download additional tools and materials, go to:

[www.nww.org/toolschest.html](http://www.nww.org/toolschest.html)

For a list of online resources and links, go to:

[www.nww.org/resources/index.html](http://www.nww.org/resources/index.html)

For questions or comments, email Chandra at:

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