

# 4

## Job Development: The Path to Careers

The shift between organizational marketing and job development will be relatively seamless, in the supported employment organization that incorporates organizational marketing as a significant function of their service delivery practices. Quality supported employment services will include planning as a critical and on-going activity. The planning function of organizational marketing, as well as job development ensures that all employment related services are driven by the specific interests and needs of: 1) job seekers with significant disabilities; and 2) community employers. Yet, because individual interests and needs are never stagnant, the re-sults of the planning process will constantly be evolving and continually individualized. If supported employment personnel are actively engaged in cultivating a strong open relation-ship between themselves and individuals with significant disabilities and community em-ployers, both individual and group needs will be communicated back to the organization. When implemented correctly this process will allow supported employment organizations to always be in a position to deliver needed ser-vices in a timely manner.

As presented in chapter 2, market-based planning provides supported employment

personnel engaged in job development activ-ities with critical information, to influence and shape the overall service provisions of the organization. Conducting business in this manner will ultimately build a strong organi-zation and a solid community reputation. Target areas for information gathering includes the items listed in the table below.

### MARKET-BASED PLANNING & INFORMATION GATHERING AREAS

- # Interests and Needs of People with Significant Disabilities
- # Interests and Needs of Community Employers
- # Labor Market Information (i.e. status of business growth and decline)
- # Economic Trends (i.e. unemployment rate, current and projected)
- # Political & Social Influences Affecting Supported Employment Services (i.e. community perception of inclusion, compliance with ADA, and/or other disability related legislation.)
- # Demographic Data (who lives in the community and in what locations).

The employment specialist will engage

in a wide variety of activities associated with job development. At first glance many of these activities will not appear to be directly assisting a supported employment job seeker in obtaining a job. A common mistake among many employment specialists is to expect that all job development activities will lead to a specific job. While this is the ultimate goal of job development it may not always be achieved. Rather, job development dovetails with marketing and as such, entails developing long term, mutually profitable, and valuable relationships. Consequently, every interaction is a building block of this relationship and must be understood as such. If an employment specialist understands the objectives behind each of the activities associated with job development, then the job-hunt process will become re-warding for all of the parties involved.

For example, the supported employment job development objective for mailing an organizational letter of introduction to a community business is to successfully gain access to an employer with the identified business. Therefore, when an introductory letter assists supported employment personnel in securing a business appointment, this job development activity should be considered a success; even if a supported employment customer never gets a job at the particular place of business. Gaining access to the employer was a successful job-hunt activity because the employment specialist was able to meet with the employer, gain important information about the business, and obtain specific details regarding personnel hiring issues within the corporation. It will be important for employment specialists and customers to acknowledge the accomplishment

of all successful objectives. These accomplishments will then be evaluated along with issues and concerns in the job development process.

## **DIRECTING THE JOB-HUNT**

Supported employment customers will choose to lead, direct, actively participate, or simply stay informed during the job development or job-hunt process. The key to providing a customer-driven approach is to work with supported employment customers to assist them in determining their role, duties, and responsibilities. Job seekers should be encouraged and supported to exert control over their own job development process. Therefore, the employment specialist is always working from a least to most intrusive approach and is careful not to provide more assistance than the job seeker needs to be successful in obtaining employment. **It stands to reason that customers who have been very active in obtaining the job of their choice will have a greater sense of success and a stronger commitment to the business and to their employer.**

There are a variety of different ways for a customer to participate in the job development process to include: creating a resume, telephoning the employment specialist with job leads, cold calling employers, and networking with family and friends. Regardless of how the customer shapes his or her role, the employment specialist would continue to be available and to provide direct support or assistance. The partnership that is ultimately developed

between the customer and the employment specialist will require supported employment personnel to develop a strong working knowledge of the interests, abilities, and experiences of all job seekers. The following table presents various avenues for increasing customer involvement in the job development process. It is important to remember that most customers will choose to use a combination of the techniques presented here.

### **TECHNIQUES FOR INCREASING CUSTOMER INVOLVEMENT IN JOB DEVELOPMENT**

- # Develop an Employment Resume
- # Contact the Employment Specialist with Job Leads
- # Ask Family Members About Job Openings
- # Ask Friends About Job Openings
- # Cold Calling Employers

### **K** **NOWING THE JOB SEEKER**

Before job-hunting can begin for a specific individual, it is imperative for the employment specialist to gain first hand knowledge about the individual and to establish an effective and comfortable level of communication. Creating the opportunity to get to know a supported employment customer is sometimes difficult. For this reason it is often overlooked as a step in the job development process. Yet, it will be through this process

that the employment specialist will be able to become familiar with an individual's positive characteristics, preferences, potential needs, and significant family and community supports. In addition, the accomplishment of this step will help to define the roles and responsibilities for the customer and the employment specialist during job development.

Taking time to really get to know an individual will enable the employment specialist to rely upon recent, first hand knowledge that has been obtained through direct conversations and observations. Typically, the majority of this information will be obtained during the customer profile component, as described in Chapter 3 of the handbook. Yet, many supported employment customers and employment specialists will want to spend some additional time getting to know each other for role clarification. There are many creative ways to accomplish this objective and to collect the information desired. Several techniques can easily be incorporated into the employment specialist's routine activities during job development to include: schedule a home visit, plan an information sharing meeting, invite the job seeker to accompany the employment specialist during a community analysis and labor market screening (encourage the individual to direct this activity by visiting those community businesses that are of personal interest to the job seeker), encourage the job seeker to participate in several job analysis activities that appear interesting or are in an area that is totally unfamiliar, and ensure

regular and consistent contact once job development has begun. The table below provides a list of job development activities that the job seeker and the employment specialist can perform together in an effort to gain information and to establish a rapport.

<b>TECHNIQUES FOR ESTABLISHING RAPPORT WITH THE JOB SEEKER</b>	
#	Home Visit
#	Information Sharing Meeting
#	Community Job Market Screening Activities
#	Structured Business Site Visits Directed by the Job Seeker's Personal Interests
#	Employment Site Visits in Occupational Areas that are Unfamiliar to the Job Seeker
#	Job Analysis Activities
#	Regular Job Development Communication Updates

### **Communication Method**

The employment specialist will want to learn as much about the individual as possible and identify an effective communication system. Verbal communication is not always the most effective or reliable form of transferring information for many individuals, and for some individuals it may be non-existent. Once the employment specialist is able to effectively communicate with the individual the benefit will

be two-fold. First, effective communication will enable the employment specialist to gather important interest and preference information from the customer to guide the job development process. Secondly, once the employment specialist and the customer establish a strong communication system, together they will be able to demonstrate this method, through routine interactions and thereby educate the employer, co-workers, and others. Often times this type of informal education and/or demonstration can be extremely effective in assisting an employer to feel comfortable and reduce her or his concerns about future employee communication issues.

### **Assertive Communication**

Establishing a comfortable and open form of communication is equally important. If the supported employment job seeker does not feel comfortable with the employment specialist, he or she is not likely to share ideas or feelings that later could be critical in selecting an employment position. For example, "I don't want that type of work"; "I hate the color red"; or "I'm afraid of going outside after dark". Knowing the individual will enhance the employment specialist's ability to determine when the person is open and expressing her or his real feelings or merely acting polite. While establishing rapport and communication, the pertinent information to gather should include but not be limited to: the individual's likes and dislikes; preferences; physical and cognitive abilities; learning styles; environmental responses; social and recreational participation; independent living skills; transportation; money skills; and time recognition. There are several

documents that address these preferences, interests, and skills, and can be found in Chapter 3 of the handbook.

## **B**USINESS PARTNERSHIPS

There is a duplicate function that crosses the activities that are associated with organizational marketing and job development. This duplicate function is known as developing corporate relationships and business linkages for building strong future business partnerships. Typically, most supported employment programs do not engage in this activity. Yet, if relationships are carefully built then partnerships will be developed with the business community. This approach can make the difference between success and failure in the job development process. Generally, the mistake that many employment specialists make during job development is to focus exclusively on contacting employers for the sole purpose of obtaining a job. Although the ultimate goal is to assist persons with significant disabilities in obtaining employment and building careers, solely pursuing jobs is shortsighted.

Employment specialists who are successful and enjoy the job development process have built solid and trusting relationships with the business community. Employment specialists, as well as individuals with significant disabilities who spend time conducting informational interviews will be rewarded with a rich pool of businesses who are interested in the services offered by the supported employment organization. These companies will know that the supported employment organization understands their business and is interested in

establishing a mutually satisfying relationship.

Using the data from an extensive labor market analysis will form the building blocks for creating these important relationships. The employment specialist must analyze the information that was gained during organizational marketing to identify businesses in the community, especially those that have jobs and careers that match the job interests and abilities of the organization's customers. Armed with this information, the employment specialist is able to target specific employers and to begin job development. The remaining portion of this chapter will present information on tools of the trade, business etiquette, creating a business profile, making a business contact, sales techniques, and job restructuring or job carving.

## **P**ROMOTIONAL TOOLS

As discussed in chapter two of this manual, the extent and type of promotion used by an organization is generated from organizational marketing. Before an employment specialist and/or customer engages in the job development or the job search process, he or she should have a packet of information that looks professional and serves a specific set of objectives. As supported employment organizations begin to develop important tools for job development, customers should participate in the lay-out and design of all promotional instruments. These tools are described below and include the items found in the following table.

## PROMOTIONAL TOOLS

- # Letters of Introduction
- # Advertising Flyers
- # Business Cards

### Letters of Introduction

A letter of introduction is a personal letter on the organization's employment services letterhead. This letter is written to introduce both the organization and the employment specialist. The purpose of the letter is to help the employer to build an association between the name of an organization and the available service. The letter of introduction is then followed by a phone call requesting a personal interview.

#### **Sample Letter:**

Are you in the market for competent, hard working employees? Employment Services Inc. specializes in finding the right person for the right job. The enclosed brochure (or fact sheet) describes the features of our business. Over 50 employers in this community have used our service. We are very interested in adding Ford Motor Company to our list of satisfied customers. I will be calling you next week to set up an appointment.

#### **Sample Follow-up**

##### **Telephone Call:**

"Hello, my name is Jane Adams with Employment Services Inc. I'm calling to follow up on the letter I sent you last week. As I mentioned, Employment Services Inc. is an

employment services agency that specializes in a variety of jobs. I'd like to meet with you Thursday or Friday of next week to discuss your personnel needs. I expect we'll need no more than 25 minutes. Is this convenient for you?"

### Advertising Flyers

A well designed flyer is written to target specific businesses. Organizations can develop a variety of flyers specifically designed to meet the targeted needs of a community business. Using data from the community labor market screening, specific targets can be set. For example, if your community has several businesses that develop software, then this group of employers would be targeted. A flyer would then be developed that advertises how the specific labor needs of the business can be addressed through the supported employment organization. In the software industry, for example, the supported employment organization would include such occupations as solderers and packagers.

### Brochures

In addition to working with supported employment customers in designing job development tools, employment specialists should also work with employers. Community employers can provide a great deal of assistance in designing and printing attractive business brochures. These brochures should be filled with photos and visual images, with limited but effective use of printed information. It is important to remember that most employers receive a lot of mail. A brochure that is colorful,

attractive, and that clearly describes the organization's employment services will stand out from other promotional materials. Attempting to design an all purpose brochure that combines, for example, children's programs, residential services, sheltered work, and competitive employment will not be effective or cost efficient. This type of brochure does not provide the employer with a clear understanding of the mission or purpose of supported employment services.

### **Business Cards**

Business cards should be professionally printed with the name of the employment specialist and the organization in a prominent position using a type or font style that is easily deciphered. If a title is used on the business card, it should correspond to common business language, rather than social service terminology. For example, Mark Edward's official title is Case Manager. Mark should choose to either not include his title on his business card or make his title specific to employment, such as Job Developer or Employment Specialist. This will help to reinforce that the purpose of the supported employment organization is employment services.

## **I** NFORMATIONAL INTERVIEWING

The initial interview with an employer should be structured to obtain key pieces of information about the company and, if applicable, the specific job opening. This process is

referred to as informational interviewing. During this type of interview the employment specialist and/or supported employment customer will want to obtain some fundamental information about the business. Important areas for information gathering will evolve around four major areas. One, the employment specialist will want to confirm some basic information related to the business to include: the complete corporate name and address, the approximate size of the business, the type of products and/or services that are available through the company, and the name of the company contact person. Another major area for information gathering is related to the company's personnel needs, practices, and experience. The employment specialist will want to ascertain information related to the company's hiring practice, length of time required for the hiring process, experience with job accommodations, projected hiring needs, and types of services that will be required from an employment service business. A third area for information gathering is to gain additional information about the company. Asking questions related to the company's products and services, as well as production and quality needs will assist in providing an improved picture of the overall business. Finally, the fourth area involves gaining information about any additional employment related service desires that the company currently has or may experience in the future. The following table summarizes the important areas for information gathering during the informational interview.

## INFORMATIONAL INTERVIEW

- 1) Name of Business
- 2) Business Address
- 3) Size of Business
- 4) Business Products
- 5) Business Services
- 6) Contact Person
- 7) Hiring Process
- 8) Projected Hiring Needs
- 9) Experiences with Job Accommodations
- 10) Experience Hiring Employees with Disabilities
- 11) Services Required from an Employment Services Business
- 12) Employment Related Services Desires

### Business Interviewing

Conducting an informational interview at a community business will have several important purposes. The primary purpose of informational interviewing is to give the employment specialist an opportunity to build rapport with the employer without immediately wanting something in return, such as a job. The quality and quantity of the information that is obtained during this process will determine a successful outcome. The employment specialist and/or the job seeker who can obtain a great deal of specific information about a business will be in an excellent position to guide the employment selection process by matching job

seeker interests and experiences with an employment position. Some employment specialists use the interview process to make sure that they are working with the business representative who has hiring power. This may take several phone calls and interviews, but in the long-run this time intensive activity will pay off when the employment specialist is able to directly target job development activities toward the individual who is responsible for hiring.

A business interview should take no more than 30 minutes of the employer's time. It is important for the employment specialist to realize that **time** is an important factor for the business community and the intent of the visit is to conduct an **interview**. Therefore, the best way for the employment specialist to gain information about an employer's personnel needs will be to ask questions. Much of the initial interview time will be spent engaged in informal conversation to become comfortable with one another and to give a sense that the two organizations can do business.

### Business Interview Case Study

Geri Temple is a new employment specialist. Part of her on-the-job training at Advantage Employment Services is to spend two weeks conducting informational interviews with different employers throughout her community. She worked with Joe Smith, Advantage's Marketing Representative, to identify several employers. Today she is visiting Harriman's Hallmark Showcase Card and Gift Shop. She wrote the manager, Jill Phelps, a letter introducing herself and her business last



week. A brief phone call with Ms. Phelps established a convenient time for the informational interview.

Prior to the visit Geri developed several questions to ask Ms. Phelps. Realizing that she wanted to get a lot of information in a short period of time, Geri was concerned about using her time wisely. Because she understood that probing questions would encourage discussion, her questions began with one of the following words: who, what, where, when, why and how. Sample questions developed for her interview meeting with Ms. Phelps are provided below.

1. What types of job duties are performed at this shop?
2. When are your busy seasons and how long do they last?
3. How do you usually recruit employees?
4. What has been your experience with these recruitment sources?
5. What are your performance expectations?
6. What services do you expect from employment service businesses?

Upon entering the card and gift shop, Geri was eager to immediately make Ms. Phelps feel comfortable during the interview. She initiated the meeting by remarking on the attractive nature of the Hallmark Showcase and the store's wonderful selection of cards and gifts. Small talk, similar to what Geri was doing with Ms. Phelps, is important because it encourages conversation by both parties and begins to establish a friendly rapport.

Once rapport is established, Geri can shift her focus to gathering specific job-related information. "Now Ms. Phelps, we at Advan-

tage Employment Services are interested in learning more about your personnel needs. Should we do business together, it is important for us to know what you expect from your employees. Let's start with the different types of job duties that are performed." During the conversation, Geri is careful to watch Ms. Phelps' facial expressions and body movement to determine if Ms. Phelps appears distracted or rushed. It will be important for employment specialists to become skilled at discerning body language and facial expressions. Ascertaining cues of this nature will make it apparent if for example, the employment specialist has arrived at an inconvenient time for an interview. In this situation, the employment specialist will be able to suggest returning at another time.

As part of the interview, Geri requested a short tour of the shop. During the tour, Geri had the opportunity to ask specific questions about job tasks and shop operations. In addition, Geri was able to observe employee interactions and begin assessing the social and cultural aspects of the gift shop. Observing and asking questions regarding co-worker relationships and management style, as well as determining employees with influence, can provide clues to the amount of co-worker or natural support that will be available at the workplace for an employee associated with supported employment services.

After the tour, Geri still needs to obtain such specific information about the gift shop as: volume of the gift business, number of employees, and hiring process. As Geri asked questions of Ms. Phelps regarding each of these areas she carefully continued to take notes. Geri wrote short notes to herself throughout the

entire interview process. Although Geri is continually gathering information, she is careful to keep eye contact and not to look away from Ms. Phelps too frequently. Eye contact, smiles, and nods of affirmation can be a powerful way to communicate non-verbally.

Some employment specialists use their organization's forms to complete profile information on the employer and conduct job analyses, others feel comfortable jotting down notes. Geri always keeps a tape recorder in her car. Upon completing her informational interview and returning to her car Geri turned on her tape recorder and recorded additional notes that she was unable to write down during the interview process. It is important for Geri to record information, images, and conversations while they are still fresh in her mind. In addition, using a system similar to Geri's will allow employment specialists to actually expand on the information from their hand written notes.

Geri's company is very careful to keep an accurate data base of all employer interviews. When Geri returned to her office she completed her organization's Business Interview Form. In Geri's case this was not difficult or time consuming because she had her interview notes and tape recorder. These two sources of information allowed Geri to complete an accurate and detailed description of her informational interview with Ms. Phelps. The following is the business profile that Geri developed on Harriman's Hallmark Showcase Card and Gift Shop. A sample Business Interview Form is found in the Appendix at the end of this chapter.

## BUSINESS INTERVIEW FORM

### *I. General Information*

**Company:** Harriman's Hallmark Showcase Card and Gift Shop

**Address:** 9924 Main Street

**Phone Number:** (888) 261-8927

**Contact Person:** Jill Phelps

**Title:** Store Manager

### *II. Company Description*

**Number of Employees:** 28 (15 full time and 13 part time)

**Description of Company Products/ Services:** Sell small gifts and cards and provides wedding preparation services to include: invitations, center pieces, cake decorations, and engraving.

**Production Needs:** This is a high volume store with 1,500 pieces of stock coming into the store twice per week.

**Quality Needs:** This store prides itself on customer service. In addition, the manager reports that she wants customers to be impressed with the image of the store. Therefore, organization, cleanliness, and lighting are all critical elements to her, and her company.

### *III. Hiring Description*

**Hiring Process:** The company has a formal hiring process with written job descriptions. The hiring process takes approximately two weeks from interview time. However, the time consuming factor is checking on references.

**Projected Hiring Needs:** Currently, the store has a need for a part-time stock clerk.

(Continued)

### **III. Hiring Description (continued)**

**Services Required From an Employment Service Business:** Identification of a reliable labor pool that will come to work each day and who do not have transportation problems.

**Other Employment Related Service Desires:** An organization that would verify references of job applicants who make it for a second interview.

### **IV. Experience**

**Experience with Job Accommodation:** None that she was aware of however, upon questioning she realized that she had done a scheduling accommodation for two employees who job share a full time position. This was done to accommodate both employees, after they had children.

**Experience with Employees with Disabilities:** Nothing extensive however, she believes that one of her employees has some minor heart problems.

### **Business Note of Appreciation**

It is important for supported employment personnel to remember simple rules of etiquette when representing a supported employment organization to the business community. After completing an employer interview the employment specialist should always send a thank you letter. This will reinforce the name and services of the organization with the employer and assist with developing a strong rapport. In addition to a standard thank you note, an employment specialist will want to summarize some of the points that were discussed during the interview. For example, "I found it very interesting to learn about the sales

clerk's duties. Thank you for inviting me for a tour of the storeroom. I look forward to seeing you again next Wednesday at 10:30 a.m." The following table presents some key points to remember regarding a business note of appreciation.

### **WRITING A BUSINESS THANK-YOU NOTE**

- # Write the thank-you note on the same day as the visit.
- # Address note of thanks to the Interviewer.
- # Direct additional notes to other employees at the business site, if appropriate.
- # Make the note brief.
- # Personalize the note by adding something specific that occurred during the visit.
- # Use this note to confirm the next appointment time or to add something that was missed during the interview.
- # Mail the note the next morning if not mailed on the day of the appointment.

### **CRAFTING THE JOB SEARCH PLAN**

Once the employment specialist has obtained pertinent information about the individual and a comfortable and effective level of communication has been established, it is time to develop a plan and strategy to begin the job search process. To begin this process the customer (job seeker), employment specialist, and his or her employment support team must correctly identify: 1) the type of work or career

to pursue, 2) the best geographic area or location for the job site, and 3) person or persons responsible for finding community employment opportunities. A general rule of thumb from this point on is, the employment specialist should identify and utilize all available resources.

Vital to the success of the job-hunt process is to avoid getting boxed into one solution. The employment specialist must keep a broad focus and explore all possible options. Exploring one area or resource will not provide a supported employment job seeker with an option and will not encourage or solicit choice. Therefore, employment specialists will have to let go of the “do it all” perspective and take advantage of every community or natural support opportunity that exists. If done correctly there will be an increasing amount and level of assistance that will be utilized. Some assistance will come directly from the supported employment customer as well as her or his family, friends, and support network. This employment support team will be a great deal of assistance in crafting the job search plan.

### **Narrowing Down the Employment Field or Career Path**

It will be important for the customer, employment specialist and/or the employment support team to target one or more possible fields of employment. To identify the type of job to pursue the employment specialist should assist the customer in reviewing, analyzing and synthesizing all information collected. As information is being synthesized common themes are identified that can be tied together including the areas that are presented below.

### **IDENTIFYING EMPLOYMENT FIELDS AND CAREER PATHS**

- # Skills
- # Special Interests
- # Ideal Environments
- # Salary Needs
- # Experience with Tools and/or Technology
- # Social interactions

Narrowing down the employment field with Bruce did not initially hold many apparent answers for Bruce or his employment specialist. As a result of a brain injury, Bruce has been using an effective augmentative communication system for four years. Reviewing Bruce’s job search file the employment specialist remembered an event at a local department store. When Bruce entered this very large store he went directly to the sporting goods department where he began picking-up fishing rods and asking the store clerk questions. In addition, notes from the initial home visit revealed that Bruce’s mother reported that he loved to go fishing with his brother. His formal medical records indicate that prior to his accident, he was an organizational member of aspiring professional Bass Masters.

This information alone, at a surface level, reveals that Bruce has an overwhelming interest in fishing. This interest, in some capacity, should be an initial starting point for what type of employment to pursue. Typically, the information will not dictate the type of work, but rather the essential characteristics a

good employment selection should entail. If it proves not to be feasible to locate the individual's first choice or ideal employment, the same characteristics should be included in the jobs that are ultimately identified. Other characteristics should be incorporated into the individual's life as positive work reinforcers or to meet a social/recreational need. Ultimately, a customer's career path will be determined by personal strengths, positive characteristics, skills, and preferences identified through common themes.

### **Defining the Geographic Area**

The members of the customer's employment support team should be a great deal of assistance to the customer in defining the geographic location which best suit his or her needs. Another rich source of information regarding the geographic area for job search activities is to determine where people in the general public and/or community tend to work. This is especially true in rural areas although trends are also typically identified in inner-city and suburban neighborhoods. It will be very important for the employment specialist to respect and value the individual's right to self-sufficiency and independence. This will be critical when addressing the location of the potential job and the available mode of transportation in the community.

Some communities may have elaborate specialized transportation systems, however if the individual feels stigmatized by accessing this transportation option and prefers a job in walking distance to her/his home, this choice must be honored. In addition, the employment specialist may feel that there is more risk

involved for the individual to take a city bus or cab as compared to riding with a family member. However, if the customer prefers not to ride with his or her parents or family members then the employment specialist should respect the customer's preferences and assist in arranging for comprehensive bus training support and training. The opposite could also be true, the individual may choose to work a significant distance from home, possibly at the same location or vicinity as a neighbor, friend, or family member. This would provide an opportunity for the customer to car pool with a familiar person.

The employment specialist should not become discouraged if the perfect job opportunity presents itself when family or friends are not scheduled to work and car pooling no longer appears to be an option. Nothing should be ruled out. Explore additional resources for transportation: co-workers, as well as their knowledge of friends traveling in the same direction at the same time of day; riding to work with one person and returning home with another; advertising for a driver by contacting community churches or civic organizations; negotiating with the employer for the shift that is most compatible for the individual. In general, an employer who is invested in hiring the most qualified applicant for a job, is willing to be flexible to accommodate her or his individual needs. When determining the geographic location, don't exclude any business, regardless of size or intimidating hiring practices, from the possibility of having a potential employment opportunity. The following is a list of tips for defining the geographic area for job development.

## DEFINING THE JOB SEARCH GEOGRAPHIC AREA

- # Customer choice
- # Near home or school (depending on transportation)
- # Near family and/or friend's place of employment
- # Favorite restaurant
- # Favorite store
- # Favorite type of Business
- # Favorite location

### Managing the Job Search

The best way to determine who is responsible for finding employment opportunities is to talk with the customer and his or her employment support team to determine what role each person is willing to play. This includes asking a support individual what she or he intends to do to assist in the job search. It is important for the employment specialist to encourage the job seeker's participation. This participation will help to foster a sense of pride, ownership and control of the job search. Once key individuals have been identified and a commitment has been established, it is important to determine the exact responsibilities of each person and develop a strategy. Individual's role should be outlined and provided in a format that is clear. For example, a job seeker may choose to contact employers independently or with another person. A parent may choose to contact employers independently or with his son or daughter to explore current job openings. In either situation, he or she may need to be

prompted (as part of the strategy) to collect a company business card and written job description or utilize a questionnaire to assist in obtaining pertinent information. If the individual is unable to write, she/he may use a pocket sized tape recorder to gather the information or may request that the potential employer complete the questionnaire. These activities will help the employment specialist when following up on a job lead. A typical questionnaire would include the items in the checklist below.

### *Questionnaire Checklist:*

- Name of Business
- Business Address
- Telephone Number
- Person Contacted
- Person to Contact
- Position Available

Supporting a job seeker to take on some of the job hunting activities of job development can hold many benefits reaching beyond the customer ownership benefits that have been discussed previously. For instance, the customer may be demonstrating to the employer such skills as initiation and determination, that may not have been readily identified. These types of interactions will begin to build an immediate relationship. In some cases, the employment specialist may accompany an individual to a potential employer visit and merely stand back while the individual presents herself or himself. However, when contacting employers in pairs, it is best to role play activities prior to the presentation. This will help the employment specialist

to identify possible areas where immediate assistance may be required. There are many tasks the individual may choose to perform.

### **Managing the Job Search Case Study**

Mary Beth lived most of her life in a residential institution for persons with chronic mental illness. However, in the past three years Mary Beth has shared an apartment with a friend. Both women receive support from a residential services counselor, as part of the local Mental Health/Mental Retardation Services Program. Mary Beth does not have many support people available to her. Yet, Mary Beth was able to assemble the following members for an employment support team: a Jaycees member (Mary Beth joined this group last year because the Jaycees's organizational philosophy is to offer employment assistance to help members with personal growth), church minister, residential services counselor and roommate. Even though Mary Beth was able to develop an employment support team she choose to utilize the employment specialist as the primary job developer. The following plan identified the job development task that each member was willing to perform.

## **MANAGING THE JOB SEARCH**

### **Employment Support Team Members and Responsibility**

1. **Name: Mary Beth**  
**Relationship: Job Seeker**  
**Phone Number:**

**Daytime: 734-9986**

**Evening: 567-0912**

**Support:** Direct the job search process. She will meet with the employment specialist twice weekly and will actively participate in 5 community job screenings in the next two weeks. Meet with the employment specialist once a week.

2. **Name: Jack Adams**  
**Relationship: Residential Service Counselor**

**Phone Number:**

**Daytime: 779-0986**

**Evening: 898-6654**

**Support:** Jack will drive Mary Beth to the 5 job site visits and assist with data collection. In addition, Jack will actively network to assist Mary Beth in finding a job. Jack will report all job leads to the employment specialist.

3. **Name: Marsha Mink**  
**Relationship: Jaycees Member**  
**Phone Number:**

**Daytime: 779-0932**

**Evening: 876-0985**

**Support:** Marsha will actively use all of her member and community connections to job network for Mary Beth and assist her in meeting her employment goals. Marsha will report job leads to the employment specialist.

**4. Name: Brother John**  
**Relationship: Church Elder**  
**Phone Number:**  
**Daytime: 778-1234**  
**Evening: 865-2345**

**Support:** Brother John will actively discuss Marsha's interest in employment with church members. Brother John will give all job leads to the employment specialist.

**5. Name: Susan James**  
**Relationship: Employment Specialist**  
**Phone Number:**  
**Daytime: 7784567**  
**Evening: 876-0912**

**Support:** Susan will work directly with Mary Beth to ensure that she is fully participating in her job search. As employment support members call with job leads, Susan will review them with Mary Beth and determine who will follow up on each lead. Susan will keep a data base on all businesses that are contacted and business profiles that are developed.

## **T**YPES OF EMPLOYER CONTACT

There are many different types of employer contacts. The job development objectives will direct the specific employer contact. However, job development is not a systematic or sequential process. For example, the employment specialist may be at a community business to complete an introduction of the service organization to the employer. During the visit, the employer becomes impressed with the employment specialist's organizational descrip-

tion and shares information about an unadvertised job opening. It is important to remember that an employment specialist and/or customer must always be prepared to respond to an immediate job opening, even if it is to turn down the position, because it is not appropriate to respond without enough time to analyze the position. Employer contacts can take many forms to include: the letter of introduction, informational phone calling, cold calling, and net-working. This section overviews each of these major forms.

### **Personal Letter of Introduction**

The letter of introduction will be the initial employer contact for most organizations. Typically, in this formal business letter the supported employment organization is requesting an appointment for an informational interview or job interview. When the job seeker develops a letter of introduction, she or he will want to briefly explain the purpose of the request, an overall career objective, experience and abilities. The following table presents a list of important factors for a customer to include in a letter of introduction.

#### **PERSONAL LETTER OF INTRODUCTION**

- # Name
- # Contact Information
- # Purpose of Letter
- # Personal Career Objective
- # Relevant Work Experience
- # Talents or Abilities
- # Personal Interest

The introductory letter will take on a



different look when it is representing the supported employment organization. However, like the personal letter of introduction, the employment specialist will want to keep this letter brief and business like. It will be important for the employment specialist to include a brief explanation of the organization, and reason for requesting the interview. For example, Jan Smith of EPI employment services is seeking information regarding the company's current opening in the medical records department.

### Phone Call

Some people have excellent telephone skills. Others are better in person or with written communication. Typically, those employment specialists who are able to conduct a great deal of business over the phone are individuals who are extremely comfortable using this form of communication. It is important for the employment specialist to develop some level of comfort when using the telephone. Key to success will be identifying the correct person in the business who has hiring power. Do not get discouraged, this could take as many as six different phone calls just to identify the correct person. Following the few basic rules that are presented here will help ensure success.

<b>CONDUCTING A BUSINESS TELEPHONE CALL</b>	
#	Make the call brief
#	Identify appropriate contact person
#	Set up appointment for interview
#	Follow up on letter of introduction
#	Inquire as to hiring decision.

### *Sample Telephone Call #1*

“Hello, I am Jeri Goodfellow from

Monarch Employment Services. I know that you have positions available for landscapers, and I have several people who meet your qualifications. I am interested in learning more about your personnel needs so I can present you with the best candidate. Would you be available for a half hour meeting sometime next Wednesday or Thursday?”

### *Sample Telephone Call #2*

“Hello, I am Jeri Goodfellow from Monarch Employment Services. We specialize in filling personnel needs for local employers, as well as, performing job search activities for people with disabilities. I understand that you have positions available for landscapers. I'm interested in learning more about this position and the specific job qualifications. I represent several people who are interested and have experience with this line of work. Would you be available for half an hour for a meeting next Wednesday or Thursday?”

As discussed earlier, job development is not a sequential process. At times, a short, simple business telephone contact may turn into a business interview. In the event that this occurs the employment specialist must be prepared to embrace the opportunity and let the employer guide the telephone conversation. Gaining experience with telephone interviewing will help to increase confidence and build success. There are several things that the employment specialist can do to improve telephone interviewing skills. The following table presents ten tips for success.

## TELEPHONE INTERVIEWING TIPS

1. Become sincerely interested with the employer's business.
2. Take a deep breath and relax.
3. Smile, it really works and will put a lilt in your voice.
4. Speak slow enough to insure understanding.
5. Speak clearly and purposefully.
6. Use the other person's name frequently.
7. Have a checklist of items to discuss prepared prior to the contact.
8. Take readable notes.
9. Relax and let the employer talk.
10. Listen carefully and organize your thoughts.

### Cold Call

A cold call is one in which the individual or employment specialist has not had any previous contact with the employer or the company. If the business is small and informal, (i.e., a neighborhood garage) a cold call may yield results. Even in this situation, it is best to try to get a name of a contact person before you visit. This extra investigation demonstrates that you have an interest in the business and are serious about establishing a professional relationship. It is important to remember that under the best circumstances an employment specialist must be prepared for a lot of rejection with job development. When conducting cold calls the rejection rate increases to an even greater rate.

It will be important for the employment and/or job seeker to remain positive when using this approach.

### Networking

Networking can be viewed as a job development grapevine. The employment support team involves their networks in the job search process. The network accesses their own networks and pretty soon, the word is getting out that Susan Smith is a talented, experienced receptionist and is looking for the right company. In general, most people find jobs through informal networks. In addition, the employment specialist and customer are able to learn about the specific needs of a business through a well connected network.

As the employment support team firmly establishes the personal and professional networking process, business and community club networking should begin. Organizations such as the Chamber of Commerce, Kiwanis, Rotary Club, or churches, temples, and synagogues will yield successful results. **Networking will provide the best results because it is based on personal relationships.**

## **S**ALES TECHNIQUES

Employment specialists should develop the attitude that they are a marketing representative of supported employment. As a marketing representative the employment specialist will be required to sell their organization to community businesses. This should not be a terrifying experience. There are many tried and true sales techniques that have proven

to be successful. The following table presents sales techniques for successfully marketing supported employment services.

<b>SUCCESSFUL SALES TECHNIQUES</b>	
#	Maintain professionalism when talking with employers.
#	Use language that is clear and precise; eliminate social service jargon.
#	Dress for the business-informational interview.
#	Expect twenty calls to yield one or two successful employment interviews.
#	Adopt a friendly and sincere outlook; leave problems at the office.
#	Spend more time listening rather than talking; the employer will tell you what you need to know for employment selection.
#	Market individual performance and services, do not use labels or diagnoses in your discussions with employers.
#	Anticipate objections and know how to answer them without becoming defensive.
#	Arrive armed with data on employment success of people with disabilities and your own employment services successes (i.e. number of people in jobs, average starting salaries, types of jobs, employer reference letters).

Those employment specialists who become comfortable with sales may begin to use more aggressive sales techniques. However, hard sell practices should be avoided.

Using high pressure techniques will not prove successful over time. Hard sell techniques are a bad business practice among people who are professional salespersons.

## **J**OB ANALYSIS

A detailed job analysis is not always necessary. However, in some cases the customer and/or employment specialist will want to spend time on the job site. Performing the essential functions of the job allows the employment specialist to become completely familiar with the position and the job site. The amount of time that is required to spend on the job site can vary from one hour to a full day. The complexity of the work environment, as well as the customer's support needs will determine the amount of additional information that is needed to make the employment selection.

After the employment specialist has obtained information concerning a specific job opening, he or she should attempt to observe someone performing that job in its various phases. Taking notes or speaking into a tape recorder will assist the employment specialist in gathering needed information. It will be helpful for the employment specialist to begin gaining information about the work routine. Observations should include various tasks performed, essential job functions, critical skills needed related to each job duty, and approximate time spent engaged in each job task.

After the employment specialist has interviewed the employer and observed the job being performed, she or he should know exactly what the job entails. One way to summarize this information is to use a form specifically

designed for this purpose. This form, along with additional notes will provide a permanent record of both specific job requirements and general work characteristics of the work site.

The information that is included in a job analysis is gathered in three ways: a) interviews with the employer and co-workers, b) observations of the job, and c) a summary interview of the information collected during a and b. Job analysis information is used to guide customers in the employment selection process. The job analysis data that the employment specialist and/or job seeker gathers is crucial to the success of a strong customer-driven approach to employment selection.

### Job Analysis Case Study

Tim, an employment specialist with Job Inc. had met with Everson Community Bank for an information interview. During the interview the employer shared that she had an immediate job opening in the office services department. Tim negotiated with the employer to return to the bank on the following day to analyze the confidential document shredder. Over a cup of coffee, Tim talked to the lead employee in this department to gather some general information about the position to include: schedule, travel, and routine. Tim then watched an employee perform the tasks associated with document shredding to obtain such specific information as strength requirements, endurance requirements, reinforcement available, and mentor support available. After taking notes for a period of time, Tim transferred these notes onto his organization's job analysis form. Below is a sample of three completed sections of the form that were noted for the Everson

Community Bank's confidential document shredder position.

#### 1. *Schedule*

Weekends: YES  
Evening: NO  
Part-time: YES  
Full-time: YES

**Comments:** Business hours are from 7:00 a.m.-6 p.m. Part-time job is available

#### 4. *Strength*

Very Light:  
Light: YES  
Average:  
Heavy:  
Very Heavy

**Comments:** Manipulation of bales onto dolly - average 30-40 lbs, co-worker support available.

#### 5. *Endurance*

2 hrs with break:  
2-3 hrs with break: YES  
3-4 hrs with break:  
4 hrs with break:

**Comments:** Typical break schedule is one 5 min. Break in the a.m. and one in the p.m. Lunch break is a hour.



### ACCOMMODATIONS

Once again the career planning process and informational interviewing will provide

some information on what accommodations may be needed. The thorough job analysis techniques presented in this section will yield an even richer data base. Specific job accommodations must be defined by the individual and not the employer. Yet, the employer will play a pivotal role in the entire process. Typically, the best time to discuss job accommodations, as well as the need for assistive technology and supports, including natural supports, will be during the job interview process. However, it will be through the comprehensive investigation and job analysis techniques that the customer and/or employment specialist will be able to offer support strategies and accommodations to match specific business needs.

It is vital for the employment specialist to have a **vision** of how a job accommodation can impact the employability of a customer. Too often people with significant disabilities are screened out of employment because an employment specialist or customer could not envision the right accommodation or support. An occupational therapist, rehabilitation technologist, and/or rehabilitation engineer can assist the customer and the employment specialist in analyzing the work site and developing possible accommodations and supports. The following table presents a list of some possible job accommodations.

## JOB ACCOMMODATIONS

1. Work Schedule
2. Job Sharing
3. Work Responsibilities
4. Work Materials
5. Work Tools
6. Work Equipment
7. Assistive Technology
8. Work Site Modifications
9. Job Carving
10. Job Coaching Services



## JOB RESTRUCTURING

Often when the employment specialist is engaged in job development activities, for job seekers with significant disabilities, it may be beneficial to negotiate a job restructuring with an employer. According to Hagner and Dileo, (1993) this strategy may also be known as job creation. However, many supported employment personnel may be more familiar with such terms as job restructuring or job carving. Moon et al., 1990 define job restructuring as the redistribution of job tasks that cannot be performed by the job seeker. These tasks are given to a co-worker in exchange for a task that the job seeker can do.

An aspect which may be involved in the negotiation of job restructuring or carving is the careful analysis of exchanging job duties. It is important not to relegate the job seeker to a specific job or work task which is stigmatizing or devalued (Hagner & Dileo, 1993). Job restructuring is an excellent strategy to use with a job seeker who may not be necessarily “qualified” or able to perform all aspects of a current job opening.

Job restructuring holds many benefits. An immediate and obvious benefit to job restructuring is that it is a means for assisting a job seeker to access employment. However, job restructuring holds many, less obvious, short and long term benefits to the employer and or business. Some of the benefits to the business includes: increased efficiency, increased quality, improved customer service, and improved productivity.

Job restructuring ideas may not be obvious. The employment specialist must spend time analyzing a business to determine the potential or undiscovered need. Once the employment specialist has made a reasonable discovery, the idea must be discussed with the employer. Some of the best ideas for job restructuring have resulted from informal conversations regarding personnel issues.

### **Job Restructuring Case Study**

Mike, an employment specialist with Employment Inc., was invited to meet with Dean Jackson at the EPPD World Headquarters in Corry, Pennsylvania. Mike has had a couple of business interviews with Dean. So when several landscaping positions became vacant at

EPPD, Dean called Mike to see if the position would be appropriate for any of the supported employment customers that his company represents. While Mike was on-site Dean invited Mike to have lunch with their director of personnel. The personnel director became very interested in the full array of services that Employment Inc. offered, including job restructuring. After discussing some of the favorable conditions for job restructuring, the personnel director stated that he needed to do some job restructuring in his own department. Mike was invited to return to EPPD to analyze the personnel associate position. EPPD’s personnel associates had just turned in a report informing the company that they were only able to do a job recruit 50% of their total work time, because 40% of their time was spent entering data on recruits and other personnel issues. The high percentage of time associated with data entry was becoming a very frustrating issue for all of the associates for the following reasons: 1) they were hired to conduct job recruiting and other personnel functions, 2) data entry is boring, 3) poor data entry skills, and 4) data is questionable because too many mistakes are made. Following lunch Mike felt confident that he would soon have a data entry position for a customer at EPPD.

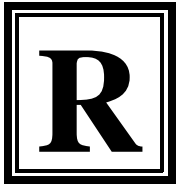


### **SUMMARY**

Employment specialists should routinely assess their results. Remember that every job development activity has an objective. Be sure to count all activities to include such process objectives as business flyer

development, business card development, number of informational interview contacts, and number of job analyses conducted. In addition, it will be important to note the accomplishment of outcome objectives and as the number of supported employment customers who were assisted in accessing and

maintaining community integrated competitive employment. Quality organizational marketing and job development takes time. These activities are based upon relationship building with individuals with disabilities and employers, and, as such, are long term objectives.



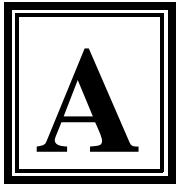
## REFERENCES

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Hagner, D. & Dileo, D. (1993). Working together: Workplace Culture, supported employment and persons with disabilities. Cambridge, MA: Brookline Books.

Moon, S., Inge, K.J., Wehman, P., Brooke, V., & Barcus, J.M. (1990). Helping persons with severe mental retardation get and keep employment. Baltimore, MD: Paul H. Brookes Publishing Co.





## **APPENDIX**

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**# Business Interview Form**

**# Job Analysis Form for Everson Community Bank**

**# Job Analysis Form**

# Business Interview Form

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## *I. General Information*

Company: \_\_\_\_\_ Date Completed: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
(city) (state) (zip)

Telephone Number: \_\_\_\_\_ FAX Number: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Title: \_\_\_\_\_

## *II. Company Description*

Total Number of Employees: \_\_\_\_\_ Number of Employees Per Shift: \_\_\_\_\_

Description of Company Product or Service: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Production Needs: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Quality Needs: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### ***III. Hiring Description***

Hiring Process: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Project Hiring Needs: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Service Required for Employment Service Business:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Other Employment Related Service Desires: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### ***IV. Experience***

Experience with Job Accommodations: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Experience with Employee with Disabilities: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# Job Analysis Form

Company Name: Everson Community Bank

Staff: \_\_\_\_\_ Date: 3 / 12 /  
(mo) (day) (year)

Address: 123 Market Street City LA  
(street) (city) (state) (zip)

Telephone Number: 987-2167 FAX Number: 987-2168

Contact Person: Jane Dalton Title: Branch Manager

Job Title: Confidential Document Shredder

Current hourly wage (or wage at last date of employment in this position): \$6.10

Did a wage change occur since the last Job Screening or Job Update?  Yes  No

If yes, complete this section:

Hourly rate changed from: \$ \_\_\_\_\_ to \$ \_\_\_\_\_ on \_\_\_ / \_\_\_ / \_\_\_

Hourly rate changed from: \$ \_\_\_\_\_ to \$ \_\_\_\_\_ on \_\_\_ / \_\_\_ / \_\_\_

Number of Hours per week: 27 Month per year: 12

If less than 12 months per year, what months is the job not available: \_\_\_\_\_

Number of employees in this company at this location: 10

Number of employees without disabilities in immediate area (50 ft. radius): 0

Number of other employees w/disabilities: 0 In immediate area (50 ft. radius): 0

Number of other employees in this position: 0 During the same hours: 0

**General Directions: PLEASE DO NOT LEAVE ANY ITEM UNANSWERED!**

Indicate the most appropriate response for each item based on observations of the job and interview with employers, supervisors, and coworkers. Record special instructions, regulations or comments under each item for greater detail.

**1. Schedule: (check Yes or No for each item)**

Weekend work required:  Yes  No    Evening work required:  Yes  No  
Part-time job:  Yes  No    Full-time job:  Yes  No

Specifics/Comments: \_\_\_\_\_

**2. Travel Location: (check Yes or No for each item)**

On public transportation route:  Yes  No    On private transportation route:  Yes  No

Specifics/Comments: \_\_\_\_\_

**3. Strength — Lifting and Carrying:**

Very light work (< 10 lbs)     Light work (10-20 lbs)  
 Average work (30-40 lbs)     Heave work (> 50 lbs)

Specifics/Comments: Manipulation of bales onto dolly — average 30 - 40 lbs.

**4. Endurance: (without breaks)**

Work required for < 2 hours     Work required for 2-3 hours  
 Work required for 3-4 hours     Work required for > 4 hours

Specifics/Comments: Typical break schedule, one 5 min break in the a.m. & one 5 min. Break in the p.m. - Lunch is an hour.

**5. Orienting:**

Small area     One room     Several rooms     Building wide  
 Building and Grounds

Specifics/Comments: \_\_\_\_\_

**6. Accessibility:**

Fully accessible site     Accessibility issues

Specifics/Comments: \_\_\_\_\_

**7. Work Pace:**

Slow pace     Average steady pace     Sometimes fast pace     Continual fast pace

Specifics/Comments: \_\_\_\_\_

**8. Appearance Requirements:**

- Grooming of little importance                       Cleanliness only required  
 Neat and clean required                               Grooming very important

Specifics/Comments: \_\_\_\_\_

**9. Communication Required:**

- None/minimal                                               Key words/signs needed  
 Unclear speech accepted                               Clear speech in sentences/signs needed

Specifics/Comments: \_\_\_\_\_

**10. Social Interactions:**

- Social interactions not required                       Appropriate responses required  
 Social interactions required infrequently                       Social interactions required frequently

Specifics/Comments: \_\_\_\_\_

**11. Attention to Task Perseverance:**

- Frequent prompts available                               Intermittent prompts/high supervision available  
 Intermittent prompts/low supervision available                               Infrequent prompts/low supervision available

Specifics/Comments: \_\_\_\_\_

**12. Sequencing of Job Duties:**

- Only one task required at a time                       2-3 tasks required in sequence  
 4-6 tasks required in sequence                               7 or more tasks required in sequence

Specifics/Comments: \_\_\_\_\_

**13. Initiation of Work Motivation:**

- Initiation of work required                       Volunteering helpful                       Co-worker support available

Specifics/Comments: \_\_\_\_\_

**14. Daily Changes in Routine:**

7 or more changes     4-6 task changes     2-3 task changes     No task change

Specifics/Comments: \_\_\_\_\_

**15. Reinforcement Available:**

Frequent reenforcement available     Reinforcement intermittent (daily)  
 Reinforcement infrequent (weekly)     Minimal reinforcement (pay check)

Specifics/Comments: \_\_\_\_\_

**16. Co-Worker Supports Available:**

None available     Low to minimum potential     Intermittent potential  
 High potential

Specifics/Comments: \_\_\_\_\_

**17. Supportive of Job Accommodations:**

Very supportive     Supportive w/reservations     Indifferent     Negative  
 Unknown

Specifics/Comments: \_\_\_\_\_

**18. Employer's Financial Requirements:**

Financial incentives not necessary     Tax credit or incentive (e.g., TJTC, or  
 Subminimum wage    OJT)

Specifics/Comments: \_\_\_\_\_

**19. Opportunity for Career Advancement:**

Low to minimum     Average     Most probable     Procedures in place  
 No procedures in place

Specifics/Comments: \_\_\_\_\_

**20. Object Discrimination:**

Does not need to distinguish between work supplies  
 Must distinguish between work supplies with an external cue  
 Must distinguish between work supplies

Specifics/Comments: \_\_\_\_\_

**21. Time:**

- Time factors not important
- Must identify breaks/meals/etc.
- Must tell time to the hour
- Must tell time to the minute

Specifics/Comments: \_\_\_\_\_

**22. Functional Reading:**

- None
- Sight words/symbols
- Simple reading
- Fluent reading

Specifics/Comments: \_\_\_\_\_

**23. Functional Math:**

- None
- Simple counting
- Simple addition/subtraction
- Complex computational skills

Specifics/Comments: \_\_\_\_\_

**24. Street Crossing:**

- None
- Must cross 2 lane street w/out light
- Must cross 4 lane street w/out light
- Must cross 2 lane street with light
- Must cross 4 lane street with light

Specifics/Comments: \_\_\_\_\_

**25. Visibility to Public:**

- Consumer not visible
- Regularly visible
- Occasionally visible
- Visible throughout the day/ongoing

Specifics/Comments: \_\_\_\_\_

**26. If individual known, is the job in accordance with individual's vision, preference goals?**

- No
- Close approximation (stepping stone)
- Yes

**27. Benefits of Job:**

- 0 = None
- 1 = Sick Leave
- 2 = Medical/health benefits
- Yes
- Yes
- Yes
- No
- No
- No





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Environmental characteristics (physical barriers, temperature extremes, etc.):

Extremes in temperature and exposure to paper dust

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Additional Comments:

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# Job Analysis Form

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Company Name: \_\_\_\_\_

Staff: \_\_\_\_\_ Date: \_\_\_\_\_  
(mo) (day) (year)

Address: \_\_\_\_\_  
(street) (city) (state) (zip)

Telephone Number: \_\_\_\_\_ FAX Number: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Title: \_\_\_\_\_

---

---

Job Title: \_\_\_\_\_

Current hourly wage (or wage at last date of employment in this position): \_\_\_\_\_

Did a wage change occur since the last Job Screening or Job Update?  Yes  No

If yes, complete this section:

Hourly rate changed from: \$ \_\_\_\_\_ to \$ \_\_\_\_\_ on \_\_\_ / \_\_\_ / \_\_\_

Hourly rate changed from: \$ \_\_\_\_\_ to \$ \_\_\_\_\_ on \_\_\_ / \_\_\_ / \_\_\_

Number of Hours per week: \_\_\_\_\_ Month per year: \_\_\_\_\_

If less than 12 months per year, what months is the job not available: \_\_\_\_\_

---

Number of employees in this company at this location: \_\_\_\_\_

Number of employees without disabilities in immediate area (50 ft. radius): \_\_\_\_\_

Number of other employees w/disabilities: \_\_\_\_\_ In immediate area (50 ft. radius): \_\_\_\_\_

Number of other employees in this position: \_\_\_\_\_ During the same hours: \_\_\_\_\_

**General Directions: PLEASE DO NOT LEAVE ANY ITEM UNANSWERED!**

Indicate the most appropriate response for each item based on observations of the job and interview with employers, supervisors, and coworkers. Record special instructions, regulations or comments under each item for greater detail.

**1. Schedule: (check Yes or No for each item)**

Weekend work required:  Yes  No    Evening work required:  Yes  No  
Part-time job:  Yes  No    Full-time job:  Yes  No

Specifics/Comments: \_\_\_\_\_

**2. Travel Location: (check Yes or No for each item)**

On public transportation route:  Yes  No    On private transportation route:  Yes  No

Specifics/Comments: \_\_\_\_\_

**3. Strength — Lifting and Carrying:**

Very light work (< 10 lbs)     Light work (10-20 lbs)  
 Average work (30-40 lbs)     Heave work (> 50 lbs)

Specifics/Comments: \_\_\_\_\_

**4. Endurance: (without breaks)**

Work required for < 2 hours     Work required for 2-3 hours  
 Work required for 3-4 hours     Work required for > 4 hours

Specifics/Comments: \_\_\_\_\_

**5. Orienting:**

Small area     One room     Several rooms     Building wide  
 Building and Grounds

Specifics/Comments: \_\_\_\_\_

**6. Accessibility:**

Fully accessible site     Accessibility issues

Specifics/Comments: \_\_\_\_\_

**7. Work Pace:**

Slow pace     Average steady pace     Sometimes fast pace     Continual fast pace

Specifics/Comments: \_\_\_\_\_

**8. Appearance Requirements:**

- |                                                        |                                                    |
|--------------------------------------------------------|----------------------------------------------------|
| <input type="checkbox"/> Grooming of little importance | <input type="checkbox"/> Cleanliness only required |
| <input type="checkbox"/> Neat and clean required       | <input type="checkbox"/> Grooming very important   |

Specifics/Comments: \_\_\_\_\_

**9. Communication Required:**

- |                                                  |                                                                 |
|--------------------------------------------------|-----------------------------------------------------------------|
| <input type="checkbox"/> None/minimal            | <input type="checkbox"/> Key words/signs needed                 |
| <input type="checkbox"/> Unclear speech accepted | <input type="checkbox"/> Clear speech in sentences/signs needed |

Specifics/Comments: \_\_\_\_\_

**10. Social Interactions:**

- |                                                                    |                                                                  |
|--------------------------------------------------------------------|------------------------------------------------------------------|
| <input type="checkbox"/> Social interactions not required          | <input type="checkbox"/> Appropriate responses required          |
| <input type="checkbox"/> Social interactions required infrequently | <input type="checkbox"/> Social interactions required frequently |

Specifics/Comments: \_\_\_\_\_

**11. Attention to Task Perseverance:**

- |                                                                         |                                                                          |
|-------------------------------------------------------------------------|--------------------------------------------------------------------------|
| <input type="checkbox"/> Frequent prompts available                     | <input type="checkbox"/> Intermittent prompts/high supervision available |
| <input type="checkbox"/> Intermittent prompts/low supervision available | <input type="checkbox"/> Infrequent prompts/low supervision available    |

Specifics/Comments: \_\_\_\_\_

**12. Sequencing of Job Duties:**

- |                                                           |                                                               |
|-----------------------------------------------------------|---------------------------------------------------------------|
| <input type="checkbox"/> Only one task required at a time | <input type="checkbox"/> 2-3 tasks required in sequence       |
| <input type="checkbox"/> 4-6 tasks required in sequence   | <input type="checkbox"/> 7 or more tasks required in sequence |

Specifics/Comments: \_\_\_\_\_

**13. Initiation of Work Motivation:**

- Initiation of work required     Volunteering helpful     Co-worker support available

Specifics/Comments: \_\_\_\_\_

**14. Daily Changes in Routine:**

7 or more changes     4-6 task changes     2-3 task changes     No task change

Specifics/Comments: \_\_\_\_\_

**15. Reinforcement Available:**

Frequent reinforcement available     Reinforcement intermittent (daily)  
 Reinforcement infrequent (weekly)     Minimal reinforcement (pay check)

Specifics/Comments: \_\_\_\_\_

**16. Co-Worker Supports Available:**

None available     Low to minimum potential     Intermittent potential  
 High potential

Specifics/Comments: \_\_\_\_\_

**17. Supportive of Job Accommodations:**

Very supportive     Supportive w/reservations     Indifferent     Negative  
 Unknown

Specifics/Comments: \_\_\_\_\_

**18. Employer's Financial Requirements:**

Financial incentives not necessary     Tax credit or incentive (e.g., TJTC, or  
 Subminimum wage    OJT)

Specifics/Comments: \_\_\_\_\_

**19. Opportunity for Career Advancement:**

Low to minimum     Average     Most probable     Procedures in place  
 No procedures in place

Specifics/Comments: \_\_\_\_\_

**20. Object Discrimination:**

Does not need to distinguish between work supplies  
 Must distinguish between work supplies with an external cue  
 Must distinguish between work supplies

Specifics/Comments: \_\_\_\_\_









Environmental characteristics (physical barriers, temperature extremes, etc.):

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Additional Comments:

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