

# Marketing Toolkit



**“Business Solutions for Evolving  
Business Needs”**

*Reproduced by  
The Business Network Team  
Missouri Division of Vocational Rehabilitation*

## Acknowledgements

The Missouri Vocational Employment Resource Solutions (MoVERS) Marketing Toolkit was developed as a resource guide for VR personnel at the local district office level in marketing VR services to business customers. This toolkit includes information regarding how to develop business relationships, sample employer contact letters, how to guides, and general documents/forms that may assist local VR staff in serving business customers across the state of Missouri. The purpose of the marketing toolkit is to share information/ideas with VR staff that each local office can use to incorporate, develop, and create their own unique style/strategies in an effort to increase and maintain quality, service-driven business relationships with local employers.

This toolkit has been revised and re-produced by The Business Network Team, Missouri Division of Vocational Rehabilitation (MDVR):

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MDVR would also like to acknowledge our VR partners in the state of Iowa (The Marketing Committee of the Iowa Business Network) who originally developed this toolkit, with best practice contributions from staff at Iowa Vocational Rehabilitation Services (IVRS). Content contained in this toolkit was also inspired by the National Business Network, sponsored by CSAVR, with training input from Kathy West Evans, Peggy Anderson and Rob Hoffman of RCEP VII.

The Missouri VR Business Network Team encourages local district office personnel to utilize this toolkit in serving business customers and invite offices to share unique strategies and successes with your colleagues across the state.

## Business Solutions for Evolving Business Needs

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# Developing Business Relationships

## Business Script

### Introduction:

Serving businesses is remarkably similar to serving clients. Counseling is a large part of consultation, and your counseling skill set is the same. Just like you develop a relationship with your clients and individualize your interaction with each, you will customize your interaction with employers to address their unique needs. You will work with employers to develop a plan to meet their human resource needs and this will have a positive impact on the clients we serve. It's a "win-win" for all. Most employers have a neutral position on employing someone with an employment barrier. They have not decided whether it is a good idea or not. A few are strongly supportive, a few are strongly opposed, but the vast majority is neutral.

Situations that create resistance in employers include: over-selling techniques, promising more than can be delivered and poor follow-up leaving employers in the lurch. To build effective long-term relationships with businesses, the foundation of the relationship has to be one of trust. Consequently, we need to do what we will say we will do and not promise things that we cannot fulfill.

In the early stages of developing business relationships, one of the best ways to minimize resistance in employers is to concentrate your efforts on getting the employer to talk. Customers want to know how much you care before they care about what you know.

As we begin to understand business's unique needs, we can begin to have discussions on how MoVRS can assist them to fill their specific needs, **but we need to listen first.**

The following "how to" pages will assist you in forging effective relationships with businesses. We hope you find the information helpful as you develop business relationships in your own community.

## A. Do your homework

Prior to visiting the business it will help to:

1. Research the business – You will demonstrate professionalism by having facts and history about the company prior to the first visit.
2. You are more likely to be successful beginning a relationship if you have identified a business contact. **\*For warm referrals there is a 70% chance of being successful in your efforts.**
3. Find out what community organizations the business you're visiting is involved with.
4. Find out the names of the people in charge of hiring and get connected to the HR people.
5. Bring all necessary materials with you. **\*Provide human resource information that is of value to the employer and promotes success stories in the agency:**
  - MoVERS information sheet
  - Appropriate letters or "leave behinds"
  - Tax credit info
  - Business card
  - Business Biography and/or Business Profile worksheet
  - Be prepared to use business language

**\*Information we have gained from research and/or by talking to employers.**

## **B. The Initial Visit**

**Scenario 1:** Your Uncle Joe works at Speedy Car Rental and they have many locations, but no current postings.

**Response:** Find out about the company from Uncle Joe and the best contact. Have him assist in arranging a meeting if appropriate. When meeting with your contact, utilize the Business Biography, and/or Business Profile Worksheet.. Remember listen more than talk. The goal is to gather information and develop rapport – just like an intake interview with a client.

**Scenario 2:** You heard that there was a potential opening at Smith Brothers, Inc., which is a local printing company that staffs about 20 people. Jobs at Smith Brothers include press operators, production line, printing associates, machinists, and clerical staff. You have not visited this business before and would like to become more familiar with the business functions.

**Response:** Hi, my name is \_\_\_\_\_. I am an Employment Consultant with MoVERS. We help employers match their employment needs with local job seekers. (If applicable – name drop here.) I would like to find out more about your hiring needs (i.e. the job opening you had listed in the paper for a press operator). Do you have a few minutes that we could talk further about your business or when would be a more convenient time for me to return?

### **At this point ask questions such as:**

What positions do you anticipate being open in the future?

Tell me more about the qualifications needed for the press operator position?

Could I see the machine used by press operators?

Do you have a job description?

What are your current hiring practices?

I noticed on your web site that you predict a 15% growth over the next year. Can you tell me more about that? (Basically, don't forget to use what you've researched)

Now is the time to ask any questions listed on the Business Biography. Remember during this questioning time you are building a rapport with the employer, so don't rush and be sincere.

Tax incentives, OJT: Do not mention tax incentives or OJT right away, rather bring it up only as it meets the businesses needs. Some people will assume that something is "wrong" when incentives are brought up too quickly.

### **Closing the visit:**

Provide a “Leave Behind” and reaffirm that we are here to assist them.

Exchange business cards.

Ask about application due dates if appropriate.

Offer to call or stop by to follow-up on the applications you submit.

Ask any questions you have about how positions will be filled:

- Does each department manager conduct their own interviews?
- Is there more than one location hiring?
- Are interviews done locally?
- How long are applications held?

### **C. Maintaining the Business Relationship**

**The following components are important in maintaining effective and long-term relationships with business:**

- Providing access to a pool of prescreened resumes – employers do not want to spend time screening unqualified candidates.
- Ensure training matches job opportunities in the region today and into the future.
- Work with secondary and higher education systems to ensure graduates have the essential skill set for entry into the labor market.
- Keep accurate notes of your encounter and create a filing system with ticklers to remind you when and how to contact them again.
- Do what you told the employer you would do – be accountable.

## **How to Respond to Business's Tough Questions**

### **Q. Why isn't the person interested in the job here applying for it?**

My role is to gather information about the job vacancy and qualifications. With the information you've given me, I am able to send you the most qualified candidates. However, I would be happy to notify interested applicants and coordinate interview times with you in order to meet them. (Ask for applications to take with you in order to distribute them to appropriate candidates.)

### **Q. Don't you work with those handicapped people?**

My agency helps people with varying degrees of disability obtain employment. However, the job seekers I am recommending have (i.e. a solid work history, are educated, desire to gain experience) as anyone else would. There are over 900 disabling conditions affecting 1 out of 5 people. Many businesses are finding that a diverse workforce is a strong workforce.

People with disabilities represent a significant pool of potential applicants who repeatedly get high marks from managers on job related issues.

### **Q. I had a disabled person work here once through some program and it did not work out too well.**

I'm sorry you had a bad experience. However, I would like to mention that everyone is different and with any person you would hire through the general public, there is a chance that it may not work out. It might be of value to remind them whether they hire off the street, someone's neighbor or child, they take a risk. Explain hiring through MoVERS minimizes the risk because we evaluate the candidates before referred. We aren't always right but we decrease risk. The Harris poll found that almost 90% of workers with disabilities received good or excellent rating from their managers.

Hiring is a risk! If you choose to work with us, I will be there to support the individual and help reduce risk. I am not guaranteeing that everyone will work out, but I can promise you that I will be there to assist with any questions or concerns you may encounter with the candidates I recommend.

**Q. Won't individuals with disabilities miss a lot of work because of their health?**

Studies show that employees with disabilities miss 50% less work than employees without disabilities. A recent university study shows that businesses that employ people with disabilities have a 20% higher rate of employee retention.

A study by International Telephone and Telegraph of a 2000 member plant with 125 employees with disabilities found these employees had fewer absences than their co-workers. Sears Credit Corporation, found their associates with disabilities had above average attendance records.

**Q. Isn't it an increased liability risk to employ people with disabilities?**

We understand that safety is nothing to take for granted. In a DuPont study, employees with disabilities were ranked by supervisors higher on safety issues than their non-disabled peers. The U.S. Department of Labor Studies supports this finding as well.

In addition, insurance rates are usually linked to the hazards of specific occupation, not the employee. Workers compensation rates are based upon injury, not upon the composition of the workforce. Given the safety record of people with disabilities, there is no reason to expect rates to increase.

As far as increasing insurance rates, most health insurance providers generally linked rates to age and sex for larger companies.

**Q. Do employees with disabilities perform as well employees without disabilities?**

According to many employers who have hired people with disabilities, these individuals are motivated, capable and dependable. A local Harris poll found that almost 90% of workers with disabilities received good or excellent performance ratings from their managers.

Rehab 'ese'



Business Language

What We Might Say	What Businesses Say and Will Understand
Community Rehab Program Service Agency Center	Employment Agency Business Organization
Clients, Consumers	<b>Job Candidates</b> , Human Resources Potential Employees, <b>Applicants</b>
Job Coach Employment Specialist	Recruitment Specialist Employment Consultant
Vocational Rehabilitation Counselor	Employment or Career Counselor
Supported Employment Services	Employment Services
Job Development	Recruitment Assistance
Job Analysis	Identifying job tasks and essential functions
Functional Vocational Evaluation Vocational Assessment	Determination of work skills and career interests
Community Based Assessment Situational Assessment	Job Shadowing, <b>Internship</b>
Job Matching	Matching needs and qualifications
Mobility Training	Transportation Assistance
Job Placement, Placing People	Assisting people to find jobs and careers; becoming employed
Job Modification	Job Accommodation
Assistive Devices Assistive Technology	Reasonable Accommodation
Universal Design	Accommodations that all employees can benefit from
Job Carving	Job Redesign, Job Restructuring Job Creation, Streamlining
Job Coaching, Job Counseling, Modifications, Intervention, Site Visits, Fading, Follow Along	Post-hire Follow-up Services Job Retention Support Job Retention Services and Support
Social Integration	Opportunities to meet new people working with a team
Natural Supports	Training and co-worker support offered by employer
The Employer, My Employer, Placement Sites, Assessment Sites	Name of Employer

## “SOFT SKILLS” EMPLOYER EXPECTATIONS

Courtesy of Midlands Education and Business Alliance: Kate Shaw, Ph.D., Kay Barlow, Lisa Call,  
Holly Cummings, Melissa Drescher, Stacey Westberry, Linda Whitaker

### Personal Qualities

Entry Level	Mid Level	High Level
<p>Come to work on time Come to work everyday Stay at work until the work day is over Come to work sober Do your job Complete work as instructed Don't use illegal drugs Wear clothes appropriate to the job Follow all company rules Don't steal from the company or coworkers Don't bring weapons to work Be helpful Try to please Keep workplace clean and neat</p>	<p>Come to work on time Come to work everyday Stay at work until the work day is over Come to work sober Do your job Complete work as instructed Don't use illegal drugs Wear clothes appropriate to the job Follow all company rules Don't steal from the company or coworkers Don't bring weapons to work Be helpful Try to please Keep workplace clean and neat</p>	<p>Come to work on time Come to work everyday Stay at work until the work day is over Come to work sober Do your job Complete work as instructed Don't use illegal drugs Wear clothes appropriate to the job Follow all company rules Don't steal from the company or coworkers Don't bring weapons to work Be helpful Try to please Keep workplace clean and neat</p>

### Thinking Skills

<p>Know what you expected to do on your job Know when you are not doing what you are expected to do</p>	<p>Know what you are expected to do on your job Know when you are not doing what you are expected to do Recognize difference in process Know how to solve simple problems Be able to prioritize tasks</p>	<p>Know what you are expected to do on your job Know when you are not doing what you are expected to do Recognize difference in process Know how to solve simple problems Be able to prioritize tasks Be able to anticipate problems and take preventative action Be able to suggest improved ways of doing your job</p>
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### Listening Skills

<p>Understand the importance of listening in doing your job Follow basic oral instructions involving multiple steps</p>	<p>Understand the importance of listening in doing your job Follow basic oral instructions involving multiple steps</p>	<p>Understand the importance of listening in doing your job Follow basic oral instructions involving multiple steps Interpret complex information</p>
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### Social Skills

Entry Level	Mid Level	High Level
Be tactful Use self control Be willing to trust yourself Be willing to trust other people Tell the truth Be willing to risk making a mistake Try to learn from your mistakes Be able to accept criticism Pay attention to cleanliness and personal hygiene Be flexible Be adaptable Take pride in your work Have self-esteem Respect other people's ideas Give constructive criticism Be accepting of people of other races, gender, religion, and nationalities Understand the nature of prejudice Be cooperative Present a neat appearance Maintain a positive attitude	Be tactful Use self control Be willing to trust yourself Be willing to trust other people Tell the truth Be willing to risk making a mistake Try to learn from your mistakes Be able to accept criticism Pay attention to cleanliness and personal hygiene Be flexible Be adaptable Take pride in your work Have self-esteem Respect other people's ideas Give constructive criticism Be accepting of people of other races, gender, religion, and nationalities Understand the nature of prejudice Be cooperative Present a neat appearance Maintain a positive attitude	Be tactful Use self control Be willing to trust yourself Be willing to trust other people Tell the truth Be willing to risk making a mistake Try to learn from your mistakes Be able to accept criticism Pay attention to cleanliness and personal hygiene Be flexible Be adaptable Take pride in your work Have self-esteem Respect other people's ideas Give constructive criticism Be accepting of people of other races, gender, religion, and nationalities Understand the nature of prejudice Be cooperative Present a neat appearance Maintain a positive attitude

### Speaking Skills

Communicate facts	Communicate facts Arrange ideas in a logical sequence Use proper choice of words	Communicate facts Arrange ideas in a logical sequence Use proper choice of words Use oral communication for a variety of purposes: to inform, to persuade, to motivate Be able to translate complex technical information
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### Written Communication Skills

Fill out a job application without assistance Fill out simple forms and checklists	Fill out a job application without assistance Fill out simple forms and checklists Write using proper grammar Record data from dials and gauges Graph data Write instructions	Fill out a job application without assistance Fill out simple forms and checklists Write using proper grammar Record data from dials and gauges Graph data Write instructions Write process-related technical information
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### Reading Skills

Entry Level	Mid Level	High Level
Read and fill out a job application Read and fully understand simple forms and checklists Read safety instructions Read employee handbook Read your job description	Read and fill out a job application Read and fully understand simple forms and checklists Read safety instructions Read employee handbook Read your job description Read and understand dials, switches and graphs	Read and fill out a job application Read and fully understand simple forms and checklists Read safety instructions Read employee handbook Read your job description Read and understand dials, switches and graphs Read and understand process-related technical information

### Math Skills

Add and subtract whole numbers Tell time on a non-digital clock Use standard or metric ruler Understand paycheck elements	Add and subtract whole numbers Tell time on a non-digital clock Use standard or metric ruler Understand paycheck elements Add, subtract, multiply, and divide fractions and decimals Do metric conversions Understand weight and cube Plot charts and graphs	Add and subtract whole numbers Tell time on a non-digital clock Use standard or metric ruler Understand paycheck elements Add, subtract, multiply, and divide fractions and decimals Do metric conversions Understand weight and cube Plot charts and graphs Add, subtract, multiply, and divide percentages Convert fractions and decimals to percentages Convert percentages to fractions and decimals
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### Safety and Technical Knowledge

Understand proper safety procedures for process-related equipment and materials	Understand proper safety procedures for process-related equipment and materials Understand hazards of the process Recognize potential safety hazards	Understand proper safety procedures for process-related equipment and materials Understand hazards of the process Recognize potential safety hazards Propose new safety procedures and revisions to existing ones
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### Computer Skills/Knowledge

Entry Level	Mid Level	High Level
<p>Accept the computer as a necessary tool in today's workplace</p>	<p>Accept the computer as a necessary tool in today's workplace            Follow instructions from a computer screen            Use the computer in place of paper forms            Input and retrieve information            Access and use a variety of computer programs</p>	<p>Accept the computer as a necessary tool in today's workplace            Follow instructions from a computer screen            Use the computer in place of paper forms            Input and retrieve information            Access and use a variety of computer programs            Analyze and interpret computer information            Identify the need for new programs or for adjustments to existing programs            Write simple programs            Understand the function of and write programs for programmable controllers (PLC's)</p>

### Leadership Skills

<p>Work as part of a team            Provide positive input to the team</p>	<p>Work as part of a team            Provide positive input to the team            Function as a team leader            Influence other people to perform better</p>	<p>Work as part of a team            Provide positive input to the team            Function as a team leader            Influence other people to perform better            Facilitate team to work together to accomplish goal/mission/vision            Influence positively all people with whom you come in contact</p>
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# Business Biography

<b>Company:</b>	<b>Person Interviewed:</b>
<b>Address:</b>	<b>Contact Information:</b>

- I understand your company does \_\_\_\_\_, could you tell me more about it?
- How many people do you currently employ? Do they all work at this location?
- Describe the types of entry-level jobs you typically hire for. What types of skills are critical to these positions?
  - Full-time:
  - Part-time:
- Describe higher-level skilled positions that your company hires for.
  - Full-time
  - Part-time
- For which positions do you hire most frequently? Do you recruit at specific times of the year?
- Describe your typical recruitment process.
- Would you describe your experiences in recruiting new employees as easy or difficult?
- What would make your job easier?
- What makes people successful in your company?
- What are your future projections for your company?

- **Do you utilize temporary staffing services? If so, how? Do you utilize students or have apprentice/OJT/internship opportunities at your company?**
- **Do you have any current openings that you are trying to fill?**
- **How would you prefer to meet and/or interview potential candidates?**

Revised 10/2007  
R.W.Hoffman

# Business Contact Letters



## Letter of Introduction

Date

Name  
Company Name  
Street  
City, State Zip

Dear Name :

I would like to tell you about MoVERS (Missouri Vocational Employment Resource Solutions), the services our agency can provide, and how MoVERS can benefit your business.

- MoVERS connects business with qualified job candidates.
- Assists business with recruitment and retention.
- Provides education/information regarding job-site accommodations, accessibility, and other disability-related aspects associated with employment.
- These services may be provided at no additional cost to your business

I am confident MoVERS can meet your business needs. I will be contacting you by phone within the next 10 days to further discuss the benefits we may be able to provide to your business and identify those specific services that will meet your immediate business needs. If you have any questions, feel free to contact me at \_\_\_\_\_ . I look forward to meeting with you in the near future.

Sincerely,

Name  
Address



## General Overview of MoVERS

Date

Name  
Company Name  
Street  
City, State Zip

Dear Name :

Missouri businesses today are facing increasing challenges in meeting high quality production demands while balancing diversity and personnel needs. MoVERS can support business by offering the following resources and services to meet those demands:

- **Recruitment services** - MoVERS connects employers with potential employees who are qualified for the job. This includes assessing job skills and screening job candidates to ensure a good job match.
- **Retention** – We provide post hire follow up to improve long term success. Should an existing employee experience a setback, MoVERS can provide consultation and support so business won't incur the costs of replacing a seasoned employee.
- **Information, Education and Training** – MoVERS can provide an array of consulting and training services including job and work site analysis, diversity training, and a connection to resources such as universal design or ergonomics.

I will call you in the near future to determine the most convenient time to schedule an appointment to learn more about your business and how MOVERS can meet your specific business needs. In the meantime, if you have any questions, please feel free to call me at \_\_\_\_\_.

Sincerely,

Name  
Address



## Reducing the Risks of Hiring

Date

Name  
Company Name  
Street  
City, State Zip

Dear Name :

Hiring is simple! MoVERS has the largest pool of potential candidates ready to be hired by you. Our candidates are comprised of workers with skill sets meeting all needs from professional to entry level. In addition, we can provide verified credentials, ongoing support, and resources to meet your staffing needs.

One telephone call from you or the click of the mouse will provide your business with a qualified job candidate(s).

### You're asking how?

- **MoVERS will post your job openings through our internal business network to 25 offices throughout the state. This affords you a broader base of potential candidates.**
- **MoVERS will connect with local schools, colleges and vocational training programs. This increases your potential of reaching more qualified job candidates.**
- **MoVERS will pre-screen referrals tailored to meet your individual business needs. This decreases personnel/HR time and advertising cost associated with hiring and recruitment.**

I would like the opportunity to talk more with you about your specific needs and how MOVERS can assist your business. I will call you in the near future to determine the most convenient time to speak with you. In the meantime, if you have any questions, please feel free to call me at \_\_\_\_\_.

Sincerely,

Name  
Address



## MoVERS Recruitment Service

Date

Name  
Company Name  
Street  
City, State Zip

Dear Name :

Training new employees can be costly and time-consuming. MoVERS works with public and private agencies across the state to help potential job candidates attain the necessary education, training, work ethic and attitude to make a positive impact on your business from their first day on the job.

MoVERS utilizes updated labor market information to assist job candidates in making career choices that match the current and projected job openings locally, statewide, and across the nation.

MoVERS also offers a variety of education/information, and training opportunities to assist our business customers in fulfilling their unique needs. Many businesses have told us that in working with our staff, they've discovered ideas on training that improved their internal systems. Examples of training that we can provide to our business customers are:

- Assistance to maximize productivity
- Diversity in the work place
- Americans with Disabilities Act
- Return to work and retention strategies
- Employee assistance

I would like the opportunity to talk more with you about your specific needs and how MoVERS can assist your business. I will call you in the near future to determine the most convenient time to speak with you. In the meantime, if you have any questions, please feel free to call me at \_\_\_\_\_.

Sincerely,

Name  
Address



## Disability Services

Date

Name  
Company Name  
Street  
City, State Zip

Dear Name :

There are almost 50 million people in the U.S. with disabilities that contribute to diversity and growth in the business community daily.

Whether you have a current employee who has a disability or hire a new employee with accommodation needs, MoVERS has expertise to advise you of reasonable accommodations and accessibility options. Our staff can:

- Complete a job analysis to identify essential functions of the job
- Provide recommendations for job accommodations
- Provide advice and guidance on questions related to the Americans with Disabilities Act

I would like the opportunity to talk more with you about your specific needs and how MoVERS can assist your business. I will call you in the near future to determine the most convenient time to speak with you. In the meantime, if you have any questions, please feel free to call me at \_\_\_\_\_.

Sincerely,

Name  
Address



## Invitation to Business to Speak at a Staff Meeting

Date

Name  
Company Name  
Street  
City, State Zip

Dear Name :

Thank you for your willingness to come to speak with us on \_\_\_\_\_. We are looking forward to meeting you and learning about the unique needs of your business.

In anticipation of your visit, I wanted to provide you with a brief overview of the kinds of things we hope to learn:

- Overview of your business
- What does your business produce/market?
- What types of jobs/positions are available?
- What types of skills, abilities, certifications/degrees do you look for in an applicant?
- How do you advertise job openings?
- What is your business hiring process?
- How can MoVERS best assist you with recruiting and hiring?
- If we have potential job candidates, how can we best get that information to you?
- Do you have printed job descriptions for any openings that you could share with us?

We look forward to seeing you at our office at \_\_\_\_\_.

Please don't hesitate to contact me if you have questions.

Sincerely,

Name  
Address

# Reducing Risks and Costs

## **Improving Business's Bottom Line**

**Hiring people with disabilities positively impacts business's bottom line. Advise your employer to consult with their accountant or tax advisor.**

### **Work Opportunity Tax Credit (WOTC)**

The Work Opportunity Tax Credits may be claimed by any private for-profit business. There is no limit to the number of qualifying new hires or total amount of credits distributed per year. The WOTC provides businesses tax savings up to \$2,400 per eligible worker as an incentive to hire job candidates with barriers to employment from 9 targeted groups, including vocational rehabilitation referrals, former AFDC recipients, veterans, ex-felons, food stamp recipients, summer youth employees, and SSI recipients.

For seven of the 9 targeted groups, the federal tax credit is 40% of the first \$6000 in wages, for a maximum credit of \$2400 for employees that work at least 400 hours. If the individual separates before 400 hours, but has worked at least 120 hours, the credit is 25% for a maximum credit of \$1,500.

Detailed information regarding the WOTC program may be found at the Missouri Department of Economic Development, Division of Workforce Development. This program is subject to yearly Congressional renewal.

### **On-the-Job Training (OJT)**

On-the-Job Training fees may be offered to assist individuals with the acquisition of specific skills, as taught by employers in established businesses. On-the-job training may be considered when training provided by the employer at the worksite is above and beyond what a typical new employee would receive in learning the job.

OJT requires the business to make a commitment to hire the individual, and then VR reimburses the business for the additional time required to train the new employee. The amount of reimbursement and length of time spent in training is contingent upon the complexity of the job, and is negotiated on an individual basis.

### **Individuals with disabilities as a market segment**

A business's commitment to diversity is also reflected in its customer base, and companies are beginning to recognize the value of people with disabilities as a target market. The National Organization of Disability estimates that Americans with disabilities represent more than \$200 billion in discretionary spending – not including their extended families and support networks, who are also a significant market segment. To tap this market, businesses should take steps to ensure their marketing efforts convey that people with disabilities are valued as customers.

- 27,029 eligible individuals (potential job candidates) worked with VR in FFY07.
- 4,280 Missourians with disabilities obtained competitive employment in FFY 2007.
- 754 eligible students graduating from Missouri high schools obtained successful employment outcomes.
- More than 67% of Missourians who received VR services were successfully employed in FFY 2007, and according to the Department of Economics, University of Missouri-Columbia, nearly 70% of these individuals will still be employed two years later.
- With an increase in average weekly earnings of \$228.00 for the 4,027 competitively employed individuals, the total annual increase in income amounts to \$47,744,112.

## Why it Makes Sense to Hire People with Disabilities

Employers benefit from varied perspectives on how to confront business challenges and achieve success. Fostering a culture of diversity positively impacts all aspects of their operations.

Although the term is most often used to refer to differences among individuals such as ethnicity, gender, age and religion, diversity actually encompasses the infinite range of individuals' unique attributes and experiences. **As the nation's largest minority – comprising almost 50 million individuals** – people with disabilities contribute to diversity, and businesses can enhance their competitive edge by taking steps to ensure they are integrated into their workforce and customer base.

The following facts may help convey to businesses the importance of diversity, and including people with disabilities in their workforce (information taken from the U.S. Census Bureau and 2004 American Community Survey):

- Individuals with disabilities, perhaps more than any other group of people, have the ability to adapt to different situations and circumstances. As employees, they add to the range of viewpoints businesses need to succeed, offering fresh ideas on how to solve problems, accomplish tasks and implement strategies.
- One strategy to counter the effects of the aging and shrinking workforce, is to recruit and retain workers with disabilities. This untapped labor pool can offer a source of skilled employees, and contribute to an increase in employee retention and a reduction in employee turnover.
- Nationally, 51.2 million people have some level of disability. They represent 18 percent of the population. In Missouri, an estimated 852,000 people have a disability, representing 16.3% of the population.
- Nationally, 2.2 million undergraduates have a disability, as of the 2003-2004 school year. These students represented 11 percent of all undergrads.
- Nationally, 56 percent of people 21 to 64 with some type of disability were employed in the past year. In Missouri, an estimated 183,000 people with disabilities were employed.
- Nationally, 44 percent of people with a non-severe disability work full time, year-round, and 72% of people with disabilities who do not work say they would like to work.

**The following information is taken from a Diversity Slide Show:**

- Dr. Santiago Rodriguez, Director of Diversity for Microsoft, notes that true diversity is exemplified by companies that hire people who are different – knowing and valuing that they will change the way you do business. “We value the diverse ideas and backgrounds of our employees. As a matter of fact, we prefer them because we believe strongly that diversity breeds innovation.”
- “Without a diverse workforce, you won’t attract diverse customers,” said James McCaslin, President and Chief Operating Officer of Harley-Davidson.
- Organizations that look like their customers become a more attractive place to work and do business.
- Diversity can help organizations improve products and services, attract and retain employees, increase productivity and business.
- The culture of the U.S. is changing. In 2050, 85% of the workforce will be people of color and women.
- According to Dr. Tyrone A. Holmes, benefits of a culturally diverse workforce are: 1) Increased ability to attract and retain top employees because of the “inclusive” environment; 2) Enhanced customer service quality due to the expanded ability to connect with and satisfy a diverse customer base; 3) Improved bottom line.

# Developing a Business Account

## CREATING A BUSINESS PROFILE

**Purpose:** It's very important to track information that you gather regarding a specific business. An Employer Database has been created in MoRIS which includes both "Business Profiles" and "Job Orders" as a way to enter/store business customer information into an electronic account. This type of business account information can be easily accessed and revised, as staff continues to develop business relationships.

### **Benefits to Business:**

- MoVERS will have accurate and up to date information about their specific company and human resource needs.
- MoVERS will gather information one time, and multiple staff will not request the same information.
- Businesses will be able to access job candidates and services from across the state as MoVERS will be able to efficiently and expeditiously share information.

### **What you need to do:**

1. Complete a Business Profile when you first meet with the business. Subsequent visits may require an update, as needed.
2. Share this information with the Business Network Point of Contact for your local district office, if it is not you, and ensure all notes, job orders, relevant contact information, or other information specific to that business is entered into the Business Profile located in the MoRIS Employer Database.
3. Develop a system of entering and sharing this information that makes sense for your office, and is in accordance with your local office business network plan, so that all can benefit from the business customer information – even if you are out of the office.

### **Forms:**

- Business Profile Form

## Business Profile

- ACTIVE  
 INACTIVE

<b>Business Names</b>	
Trade Name *	
Legal Name	
Store ID #	
<b>Contact Names</b>	
VR Contact* Telephone:	
Business Contact* Telephone:	
Date of Initial Contact	

<b>Physical Location</b>	
Address 1 *	
Address 2	
City/State/Zip	
County *	District Office*

<b>Additional Business Contact Info (Optional)</b>
Facsimile (FAX) [ ]
E-mail
Web Address
Comments: <hr/> <hr/> <hr/>

## TAKING A JOB ORDER

**Purpose:** It is important to obtain as much information as possible from the business regarding a particular job opening in order to refer job candidate(s) that are the best match(s) possible for the open position. This benefits the job candidate in that they will be referred to jobs for which they have the best potential to gain a job offer. Multiple job orders may be taken for the same business.

### **Benefits to the Business:**

- Using the employer's time effectively and to their advantage.
- Reaffirming that the relationship with MoVERS is positive, time saving and cost beneficial to the bottom line.
- Helps to clarify the tasks that the employer identifies as essential functions.
- Gives the counselor an opportunity to provide consultation on job modifications, reasonable accommodations, safety issues, current job descriptions, new technology, etc.

### **What you need to do:**

1. When you are talking with a business and they indicate that they have an opening, you need to interview the employer to take in the necessary information to clearly convey the essential elements of the position. (A poor understanding of the expectations of the employer may lead to the dismissal of a new employee and the loss of credibility that the counselor/agency would have with the company).
2. Review the Job Order Information Form.
3. Ask the employer if they have a few moments to go over the information needed. If they don't have enough time right now, ask if they can answer a few questions and then transfer you to HR to gather the other information. If this occurs, then the questions to ask the employer would be those data elements on the Job Order Information Form that will help you in matching the personality and work style types. For example:
  - a) What do you see as the most important function for this candidate to perform?
  - b) Describe the work environment.
  - c) What kind of person would you like to see in the position? What traits best fit with your current staff?
4. Ask specific questions by "drilling down" for detailed information. Ask about work hours, but also ask: Do you allow for a flexible or adjustable schedule? Ask the employer to list the essential functions in order of priority. Identify what the most important 50% is for the employer. (If you have a client that has 50% of the qualifications and the ones that are important to the employer, that client just became a candidate.)

5. Complete a paper copy of the job order information form while you are talking to the employer. He/she may also give you a copy of their company policies—which will be a great resource.
6. Call the employer back if you need clarification of information. You can also use this phone call to discuss candidates for the job.
7. Tell the employer that you may not have a candidate at this time, but if they would like, you would share this information with Missouri Career Centers. This is also a good time to reinforce that there are tax and financial incentives available for specific candidates. Don't promise more than you can provide.
8. Share this information with the Business Network Point of Contact for your local district office, if it is not you, and ensure all information relevant to the job(s) is entered into the Job Order Information Form, associated with that employer's Business Profile, located in the MoRIS Employer Database.
9. Call the employer to inform them of any candidates or lack of candidates so that they know that you are working on addressing the situation. As you build the relationship, you will be able to call the employer and tell them you have a good match for them, or ask if they do have an opening, or would they consider training someone? This is when you really know your employer!

**Forms:**

- Job Order Information Form

## JOB ORDER INFORMATION

DATE OPENED: \_\_\_\_\_  
 DATE CLOSED: \_\_\_\_\_  
 Open Until Filled

Business Information	
Business	
Address	
Telephone	Fax
Contact Name	
E-mail address	
Web Address	
VR Contact	
_____	Phone Number - _____

Job Information	
ONET Code *	
Job Title*	
Shift * <input type="checkbox"/> 1 <sup>st</sup> <input type="checkbox"/> 2 <sup>nd</sup> <input type="checkbox"/> 3 <sup>rd</sup>	Position * <input type="checkbox"/> Full-time <input type="checkbox"/> Part-time
Wages * \$ / (per hour/wk/mo?)	Benefits * <input type="checkbox"/> YES <input type="checkbox"/> NO
Required Education * (check all that apply)	
<input type="checkbox"/> no formal schooling and/or elementary education <input type="checkbox"/> secondary education-no diploma <input type="checkbox"/> high school graduate or GED <input type="checkbox"/> post-secondary education-no degree  <input type="checkbox"/> associate degree or vocational/technical certificate  <input type="checkbox"/> bachelor's degree <input type="checkbox"/> master's degree or higher <input type="checkbox"/> other (see additional comments)	
Work Environment * <input type="checkbox"/> Indoor <input type="checkbox"/> Outdoor <input type="checkbox"/> Mixed	
Job Involves Standing %    Sitting %    Lifting lbs.	
Telecommuting Possible <input type="checkbox"/> YES <input type="checkbox"/> NO	Public Transportation <input type="checkbox"/> YES <input type="checkbox"/> NO

<b>Essential Functions</b>
<b>Equipment/Software</b>
<b>Other Duties</b>
<b>(non-essential)</b>
<b>Other Information</b>

<b>Application Information</b>		
<b>Application Method *</b> (check all that apply)	<input type="checkbox"/> Call First <input type="checkbox"/> Apply in Person <input type="checkbox"/> Bring Application <input type="checkbox"/> Apply Online <input type="checkbox"/> Email Resume	<input type="checkbox"/> Mail Resume <input type="checkbox"/> Mail Application <input type="checkbox"/> Fax Resume <input type="checkbox"/> Fax Application <input type="checkbox"/> Other (see additional
comments)		
<b>View Application Information Online:</b>		
<b>Special Instructions:</b>		
<b>Additional Comments:</b>		

Job Order Opened by: \_\_\_\_\_  
Updated by: \_\_\_\_\_  
Date \_\_\_\_\_

Job Order  
Date:

## PREPARING A CONSULTATION REPORT

**Purpose:** To present to an employer the results of the initial meeting and any recommendations MoVERS has for services from which the business might benefit. The key is to gather good information when meeting with the business and determining what are actual concerns. The Consultation report will then reflect these concerns and offer solutions that can help the business. Even if the business chooses not to utilize the service(s), they will have gained valuable information about their business, and a “seed will have been planted.”

The consultation report offers a follow up appointment opportunity for the staff member to continue to develop the relationship with the business and the business sees the value added service by involvement with MoVERS.

### **Benefits to the Business:**

- The business will be able to review the services that MoVERS has to offer at no cost to them.
- The report is concise and bullet pointed for easy reference.
- The business will identify cost saving strategies in recruitment and retention.

### **What you need to do:**

1. Take quality notes while meeting with the business to best gather information that will help you in writing up the report.
2. Check with your local district office or state business network team members for any other advice.
3. Develop the report as thoroughly as possible. The format provided is a guide; you may alter or customize as needed.
4. Schedule an appointment to meet with the business and review the recommendation. If they have questions, you can review them and answer – or get back to them with the answer.
5. Remember that relationship building is an ongoing activity – it doesn't just occur with one visit.

### **Forms:**

- Consultation Report Form
- Cover Letter for the Consultation Report
- Your business card



September 15, 2008

ABC, Inc.  
12345 - 67<sup>th</sup> Street  
Any Town, State 55555

Dear Mr. Name:

Thank you for the opportunity to meet with you and learn about ABC, Inc. I have enclosed a Consultation Report which includes recommendations for services from which I believe you might benefit.

I will call you soon to set up a time to meet and go over these recommendations. If you have any questions in the meantime, please contact me right away.

Sincerely,

Connie Counselor, Vocational Rehabilitation Counselor  
Any Town Area Office  
567 Main St.  
Any Town, MO 64444  
573-333-4444

Enc.

## **ABC, Inc.**

### **CONSULTATION REPORT**

**September 15, 2008**

#### **BUSINESS CONCERNS:**

On September 15, 2008, I met with John Doe, Business Manager of ABC, Inc. Mr. Doe expressed the following concerns:

- 1) There are no applicants for job openings
- 2) Current employees do not seem open to having a diverse workforce
- 3) An employee was recently injured and is struggling to keep up at work.

#### **BUSINESS BENEFITS:**

Mr. Doe also expressed the following benefits to employment at ABC, Inc.

- 1) Although wages are not high (\$7 to \$8/hour), all employees receive health, dental, vision, retirement, vacation and personal days, even those working only part time. Family packages are also available.
- 2) This is a growing company in an expanding market. Various positions are available and the company is experiencing solid growth with no evidence of money flow problems.
- 3) There are several long term employees that enjoy training new employees and demonstrate excellent skills in instruction.

#### **RECOMMENDED SERVICES:**

MoVERS recommends the following services to assist ABC, Inc., in expanding the diverse nature of the workforce.

- 1) ABC, Inc., is welcome to contact MoVERS and share any job opening as soon as it is available. Discussion of the position responsibilities and essential functions will assist MoVERS staff to make the best matches for referral for employment.
- 2) MoVERS will learn about the positions at ABC, Inc., and will make referrals when appropriately skilled or trainable candidates are interested in employment.
- 3) MoVERS will meet with the injured worker and assess this person's needs to best give recommendations to help him keep his job and return to productivity. MoVERS will make specific recommendations once the counselor has assessed the individual situation.

- 4) MoVERS recommends the use of On-the-Job Training (OJT) as a means to utilize the experienced employees to train new hires. The OJT program reimburses ABC, Inc., a negotiated portion of the qualified new hires wages to help to offset the cost of low productivity during the training phase. The more complex the job, the longer the training period. The job specific tasks are identified and evaluated to assist the employer in comprehensive employee development. OJT helps to reduce the risk of hiring and training qualified persons.
- 5) MoVERS recommends the use of the Work Opportunity Tax Credit (WOTC). The tax credit is available on most candidates for employment that would be referred by MoVERS to ABC, Inc. A brochure explaining this program is enclosed.
- 6) MoVERS can customize training for ABC Inc., employees regarding working with people with disabilities, etiquette and the value of a diverse workforce.

**SAVINGS:**

- 1) Costs of hiring and training new employees will be offset.
- 2) Time will be saved by having pre-screened applicants referred for hire (no fees).
- 3) Opportunities to collaborate with other businesses and to expand community visibility.
- 4) Bottom line enhanced by developing a workforce that better reflects the customer base.