



Developing Employer Relations

A Guide for
Employer Relations
Coordinators



JDC Israel Tevet
Touching Lives, Transforming Communities

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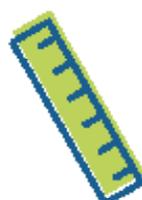
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Developing Employer Relations

Established in 2006 as a partnership between JDC-Israel and the Government of Israel, JDC-TEVET promotes the integration of different populations into the job market and generates sustainable change in the Israeli labor force using:

- An innovative approach to program development to tackle unemployment
- Close collaboration with industry leaders and employers to implement solutions
- Knowledge development in the field of employment

Over 850,000 Israelis of working age are unemployed or low-wage workers. Some of the critical populations affected by unemployment are ultra-Orthodox Jews, Arabs, people with disabilities, new immigrants, and young adults at risk. JDC-TEVET develops programs to integrate these groups into the workforce and help them thrive.

Our programs provide participants with both soft and hard employment skills, vocational training, job placement assistance, and ongoing career assistance. The initiatives often include: supporting participants and communities in overcoming familial, social, and cultural barriers; targeted education and training; and efforts to change attitudes towards employment.

JDC-TEVET programs are designed in partnership with employers to improve participants' chances of placement or promotion, as well as long-term earning potential. JDC-Tevet further places a strong emphasis on developing innovative opportunities for practical knowledge, professionalism, and employment. All programs are designed with monitoring and evaluative measures in mind. After the pilot and expansion phases, successful models are later adopted by the Government of Israel as social welfare services, which provide assistance for hundreds of thousands of people.

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Opening Remarks

This resource is a culmination of the collective knowledge and of field staff in employment programs, employers, program participants, and administrative staff. As part of JDC-TEVET's mission to develop models for successful employment, it is important to disseminate internal knowledge to foster a culture of learning and improvement.

Employer relations requires excellent listening skills, communication, and a great deal of creativity and flexibility. It also entails a deep understanding of both the demand and supply of labor in the workforce and the nuances of personal and professional development.

Today's technology often helps bridge information gaps, and enables a better fit between supply and demand in the labor market. In many cases however, there are still variables that cannot be solved with technology alone, requiring a skilled professional to employ human creativity.

We hope that you, who are engaged in developing employer relations, opening doors, and matching opportunities to individual job seekers, will find that this guide reinforces your existing knowledge, expands your toolbox, and facilitates a shared dialogue in a unified professional language.

We invite you to be in touch with new ideas, new tools, breakthroughs, and success stories. We value collaboration as a crucial part of improving our shared communal knowledge about employment.

Dr. Sigal Shelach, CEO

TEVET, JDC- Israel

Introduction

Integration of vulnerable populations into the workforce is one of the largest challenges facing Israeli society today because these groups require special assistance in navigating the changing and developing world of work. JDC-TEVET has created a range of employment programs designed to help these communities and individuals break out of the cycle of poverty and earn a dignified living.

This booklet is designed for professional staff of employment programs or those interested in the field of employer relations. It includes information and specific, accessible, and practical tools for professional work with employers. It is intended to supplement, not replace, professional courses, refresher courses, and personal training. Personal training courses offered by JDC-TEVET include practical experience with colleagues and employers, and are essential to the learning process. This resource may also benefit program managers and policy-makers involved with planning and execution of new programs.

The tools you will find here are derived from experience acquired by JDC-TEVET employment programs operating in the field. Over the years, JDC-TEVET collected and developed these findings through conversations with managers, employment facilitators, and employer relations coordinators. Some materials are based on methods and techniques found in the fields of sales, occupational analysis and others. We have adapted this information to fit the needs of the JDC-TEVET team and participants in JDC-TEVET employment programs.

Because JDC-TEVET employment programs are specifically designed for the population groups that participate in our programs, culturally sensitive adaptation of the information and tools presented here is highly recommended.

Thank you to the employment professionals and partners from various industries who collaborated with JDC in the development and implementation of the concrete tools and information in this guide.

The Employer Relations Coordinator

- a < The Role of Employer Relations Coordinator
- b < The Field of Employer Relations
- c < The Employer Relations Coordinator Induction Process

The Role of Employer Relations Coordinator



The employer relations coordinator is the staff member of an employment program responsible for creating and fostering connections between the program and employers. These connections are critical for finding suitable job placements for program participants.

The role of the coordinator in JDC-TEVET employment programs combines two approaches: the Dual Client Approach and Employer-Facing Approach. The Dual Client Approach views the employer as a client served by the program. The Employer-Facing Approach involves the employer as an active participant in the program by identifying and defining jobs with a labor shortage, recruiting potential candidates, planning training tracks, and mentoring participants as they begin work. Trends in employment programs indicate that employers with close ties to a program independently contact coordinators about job vacancies and engage with the employment program after participant placement, making the combination of the approaches particularly successful.

The basic skills required of an employer relations coordinator are similar across programs, however, there are additional nuances for each position. For example, the employer relations coordinator's task in the Ma'avarim program, which has a rural, communal emphasis, is to "reinforce the active involvement of employers in promoting regional employment through continual dialogue with them about their partnership and involvement." This dialogue promotes the concept of "employment solidarity."

Employment programs for the Haredi population (such as Maftach and Chen) affirm that the employer relations coordinator must act as a mediator between cultures: they are a bridge between employers, who are part of the general Israeli public, and Haredi job candidates.

The Field of Employer Relations



Employer relations can take the form of many positions/titles such as:

- Employer Relations Coordinator
- Employer Relations & Training Coordinator
- Head of Employer Relations (responsible for the department of an employment program)
- Manager of Employer Relations (for a particular organization)

Employer Relations Coordinator Main Responsibilities vis-à-vis Employers:

- Identify employer needs in the local/regional labor market and overall trends in labor demand.
- Supply employers with suitable employees from the program's participants.
- Market the program and advocate for participants in the job placement process.
- Provide ongoing assistance to employers after participant job placement.

Employer Relations Coordinator Main Responsibilities vis-à-vis Program Staff:

- Represent and convey employer needs, perspectives, motives, and methods of work.
- Provide guidance and advice to other staff regarding employer relations, and accompany staff to meetings with employers as necessary.
- Instruct program staff how to best prepare candidates for jobs.

Measures of Success for the Employer Relations Coordinator Position:

It is important to define clear measures of success in evaluating achievements and weaknesses. Measures of success depend on the specific job description and the objectives set by the individual employment program. Generally, they include:

- Number of available placements established with employers.
- Number of job placements/percentage of participants placed.
- Employee retention.
- Extent of collaboration with employers.
- Number of connections developed with employers.
- Employer satisfaction.

Adopting a Success-Oriented Approach

The role of the employer relations coordinator is challenging and largely focused on marketing (as opposed to employment coaches who primarily work to counsel individuals). Coordinators will frequently hear, “no,” “maybe,” or “later,” but must remain confident that their services will benefit employers. Thus, an optimistic, flexible, and positive approach is key to the success of the coordinator.

Learn about and Understand:

1. Your organization and your employment program
2. The employers with whom you wish to collaborate
3. The processes of looking for work

Building a Work Plan

After a thorough understanding of the tasks and the key players involved, you are ready to build a work plan in coordination with the program manager. Define targets and objectives, set evaluative measures, and get started.

On the next page, you will find a table with important employer relations coordinator responsibilities that refers to the various internal and external interfaces within the employment program.



Internal Interfaces

How to begin?

Learn	<ul style="list-style-type: none"> • JDC-TEVET and its employment programs – the vision, aims, and models/methods. • Pool of participants and their employment potential. • Map participant knowledge and employment skills. • Range of services the program provides • Ministry of Economy policies, including benefits offered to employers. • The broader employment market – nature and availability of positions.
Define Team Roles	<ul style="list-style-type: none"> • Define expectations about the role of the employer relations coordinator. • Discuss and delegate relevant responsibilities to team.
Draft a Work Plan	<ul style="list-style-type: none"> • The work plan should include operating principles, aims and objectives, and methods of operation.

What does the day-to-day work involve?

Informing the Team	<ul style="list-style-type: none"> • Provide information about the job market, national and local demand and the demands in specific fields, innovation, and employer needs..
Leading and Involving the Team on Matching Candidates to Jobs	<ul style="list-style-type: none"> • Present jobs to the employment coach using the agreed upon tools: team meetings, emails, etc. • Clarify the jobs and the specific skills needed for the job. • Review participant evaluations written by the employment coaches for employers.

<p>Motivating the Team to Submit Suitable Applicants</p>	<ul style="list-style-type: none"> • Arrange a tour of workplaces for the team. • Present and discuss different available positions at meetings. • Maintain constant contact with the team. • Provide incentives through personal attention. • Hold formal and informal individual discussions. • Delegate interactions with individual employers.
<div style="display: flex; align-items: center;">  <h2 style="margin: 0;">External Interfaces</h2> </div>	
<p>Mapping Potential Employers</p>	<ul style="list-style-type: none"> • Identify local employers who can offer jobs. • Recognize employers that respect their workers and provide a good work environment.
<p>Collecting Research</p>	<ul style="list-style-type: none"> • Collect contact information for private, public, and non-profit employers. • Examine an employer's economic success/stability and employment needs (recruitment). • Examine the company's corporate responsibility, such as through Guide Star grading. • Find information about the firm's successes and failures with other employment programs. • Analyze the profiles of the specific jobs available.
<p>Approaching Suitable Employers</p>	<ul style="list-style-type: none"> • Market the program - send relevant materials on JDC-TEVET and the employment program. • Arrange a meeting – make a phone call, email or direct contact.

Holding an Introductory Employer Meeting	<ul style="list-style-type: none"> • Clarify the employer's needs, expressing empathy and understanding of those needs. • Present the employment program and its advantages, focusing on meeting the employer's needs. • Manage opposition. • Summarize the meeting and express a promise to maintain contact.
Connecting Applicants with Jobs	<ul style="list-style-type: none"> • Once there is agreement on a placement, write an assessment of the candidate for the employer. • Follow up on further cooperation with employers.
Establishing Contact	<ul style="list-style-type: none"> • Make an initial placement of strong candidates to create a good first impression for the program. • Ensure a high level of availability and professionalism to address any problems that arise. • Agree on how to work together. • Ensure the employer is available to handle any concerns.
Developing the Contact	<ul style="list-style-type: none"> • Clarify other employer needs, beyond the specific placements. • Develop other special services for employers such as inviting them to regional forums. • Demonstrate knowledge and advise the employer on all aspects of the employment market. • Assist the employer with analyzing tasks and defining jobs. • Invite employers to collaborate further through mentoring and simulation events with JDC-TEVET.

Maintaining Relationships	<ul style="list-style-type: none"> • Segment employers and plan strategies for maintaining contact. • Maintain contact according to a plan. • Arrange visits to existing and potential workplaces. • Invite the employer to relevant program events. • Send thank-you letters/certificates of appreciation for cooperation.
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Operating Principles for Employer Relations Coordinator:

1. Full cooperation with employment coaches.
2. Synchronization of program information using SPOT ensures that the coordinator's work links directly to the needs and requirements of the employment coaches in the field, based on data.
3. Thoroughness providing full details regarding a position to the coach
4. Broad knowledge of the world of work
5. Professionalism
6. Constantly studying the job market and new tools.

Expectations of Employment Facilitators:

- Input all program and participant information into SPOT so that suitable candidates can be adequately matched with jobs
- Identify and propose candidates for positions/professions with high demand
- Provide good quality CVs to employers
- Assess employers in a professional manner

Tools for Working with Employment Coaches:

Mentoring: The coordinator and coach should meet privately each week

to discuss new program participants, their skills, and job requirements.

Team meetings: At monthly team gatherings, the coordinator should update coaches on the job market and new available positions. At a job placement meeting, one specific case may be raised for discussion and the team collaborates to resolve the problem. At each gathering the coordinator should bring an exercise to the team for professional enrichment. Additionally, team members have the opportunity to raise other issues, which are reviewed and discussed at subsequent meetings.

Professional Leadership and Collaboration:

Friendly approach: personal contact with coaches.

Joint purpose: speak clearly with the coach and coordinate expectations.

Identifying the coach's interests: motivations may vary between being a successful part of the team to job security.

Negotiation: assess feasible achievements and set expectations.

Willingness to help: offer to help with a specific task to create a trusting partnership.

Assertiveness: sometimes there must be conflict to promote action; in the weeks following conflict, you may actually see improvement in the coach's job performance.

Deferring to a senior manager: only use when necessary with the support of a manager.



Responsibility of Program Manager and /or Manager of Employer Relations

Preparation and Learning	<ul style="list-style-type: none">• Familiarity with JDC-TEVET programs• Familiarity with the Ministry of Economy tools• Familiarity with trends in the employment market• Clarification of needs: what requires broader cooperation with employers?
Mapping Potential Partners	<ul style="list-style-type: none">• Government Ministries• Community organizations• Businesses/Corporations
Familiarity with Existing Models	<ul style="list-style-type: none">• JDC-TEVET programs• Regional/national programs and models developed globally• Employment variety, corporate responsibility, economic community development
Planning and Organizational Focus	<ul style="list-style-type: none">• Decisions regarding strategies for working with employers• Decisions regarding concrete tasks in relation to businesses• Boundaries of employers
Working with Municipal Interfaces	<ul style="list-style-type: none">• Defining the purpose• Identifying relevant partners• Creating links to develop broad cooperation• Initiating collaboration• Maintaining contacts• Assessment and evaluation
Skills for Working with Employers in Multiple Interfaces	<ul style="list-style-type: none">• Working individually with employers• Recruiting new employers• Fostering personal relationships• Maintaining relationships

The Induction Process for Employer Relations Coordinators



Each new employee goes through personal, organizational and professional learning processes. The induction process should include exposure to:

1. The job description and important related concepts.
2. Working methods, job-related tools, and work processes.
3. Work interfaces (external to the employment program).
4. Computer system/database.

The induction process should take place over a period of up to three months.

Additional recommendations for completing the learning process and starting work:

- Program managers should monitor the tasks of the employer relations coordinator in a weekly review.
- Program managers should contact those involved in mentoring the new coordinator; the coordinator can directly arrange times to meet with these mentors.
- For any new program, the coordinator should document all work procedures. For an existing program, the coordinator should become familiar with procedures and update them as necessary.



Proposed Induction Process for Employer Relations Coordinator

Content	Expected outcomes	Mentor, mentoring system and estimated time
Job definition		
Clarify understanding of job structure, main skills and responsibilities, and daily/weekly work plan.	Documentation of job description, including important concepts and main responsibilities.	Meet with, observe, and learn from two experienced coordinators. (~6 business days)
Methods and working tools		
External interfaces – working with employers: present the program and target participants, identify relevant jobs, analyze available positions, determine employer needs, provide supportive tools and knowledge of labor market, etc.	Gain familiarity with content and experience meeting with an employer.	Participate in a JDC-TEVET employer relations course. (4 days) Recieve individual mentoring from JDC-TEVET employer relations coordinator or coach. (4 sessions) Observe a veteran employment program manager and/or employer relations coordinator in the field. (2+ days) Use written guide for employer relations coordinators.

<p>External interfaces – working with the program team: procedures and work routine – processes of sharing jobs with individual coordinators, obtaining information about candidates, reviewing CVs and writing assessments for employers, and matching candidates to positions.</p>	<p>Learn internal procedures and work routine, including relevant forms.</p>	<p>Receive individual mentoring from a member of the employment program team and the program manager. (3 sessions) Participate in an employers relations course and job entry course.</p>
<p>SPOT – JDC-TEVET’s database: familiarity with the automated tool for documenting and saving information and creating reports on employers.</p>	<p>Learn how to utilize SPOT, the JDC-TEVET automated tool and database for documenting and saving information and creating reports on employers.</p>	<p>Receive training from the person responsible for the SPOT database. (1+ days)</p>
<p>Contact with other employment organizations</p>		
<p>Build relationships with regional employment institutions and placement companies, JDC-TEVET’s regional employer relations manager, and the regional/local employer relations forum.</p>	<p>Cooperate with regional placement entities, study local JDC-TEVET programs, and participate in regional and local employer relations forum</p>	<p>Meet with relevant employer relations coordinators and municipal agents. If possible, accompany them on visits to employers. (4 days)</p>

Engaging Employers in Employment Programs

- a < Employer involvement in Employment Programs
- b < Ways to Involve Employers
- c < Employer Needs

Employer Involvement in Employment Programs



Recent trends in employment programs worldwide include active employer involvement in program development, design and implementation.

There are two main models for approaching this work with employers: the **business-economic approach (win-win)** and the **social responsibility model**. The first approach is to talk to employers in their language and “sell” them our candidates as beneficial to their needs. The second addresses the concerns of employers in all sectors regarding their image and social conscience. The JDC-TEVET model combines these two approaches based on the population that we wish to promote and the character of each employer.

A survey that was conducted for JDC-TEVET by the Myers-JDC-Brookdale Institute (published in 2014) presents a range of ways in which employers are involved in employment programs worldwide. This chapter is based on those findings, as well as the experiences of employer relations personnel in Israel.

What can an employer offer to an employment program and its participants?

The first thing that probably comes into your head is, of course, jobs. Employers can offer jobs according to their business needs; however, this is just the start of possible employer contributions.

Employer involvement in employment programs

Company Visits - Employers can host participants or arrange seminars and talks with participants. Participants can learn about the company, corporate culture, the positions they offer and their career development options. After the visit, interested participants may be offered an interview. These visits are also an excellent way for program staff to learn about a variety of work environments.

Lectures - Employers may be invited to lecture on a range of employment matters. Lectures can be on general subjects, such as how to integrate into a workplace or what employers are looking for, or be specific to the employer's own company or area of business.

Mock job interviews – Employers can conduct simulated job interviews with program participants and give each participant feedback. This helps participants improve their interview skills. These meetings can also serve as recruitment events. If an employer feels a participant is suitable for their company, he or she may invite the participant for a personal interview. This type of employer involvement is common and familiar to employers in Israel and has been mutually beneficial.

Mentorships – Mentoring is an educational process in which one person shares accumulated knowledge, skills, information and perspectives in service of another person's growth. In the Career Advancement program, JDC-TEVET has employed a successful mentoring system, using a model that allows any employee to volunteer as an employment mentor. Employment program participants who take part in the mentoring program are assigned a mentor (a volunteer from a business/company) who accompanies them through the process of personal training and development in preparation for starting work or professional advancement. The process depends on strong relationships between the mentor and mentee, as well as the mentor's professional knowledge and experience.

Employers are a source of knowledge for employment program participants and staff – they provide us with important information about their field and industry. They can explain the nature of jobs in their field and the various professions, as well as potential career paths. In some cases, employers are also a source of information

on business and administrative matters (e.g. retaining customers, promoting sales, etc.).

How can we best utilize employers as a resource for information?

- First, talk to the employer and ask for information. This usually works if we can create a good relationship based on trust.
- Second, visit the workplace or invite employers to come and talk to the program participants or staff about their workplace.
- Third, take advantage of employer knowledge and experience by inviting them to lecture to the staff.

Volunteering – many employers are happy to share their experiences and find great satisfaction from contributing to employment programs. Do not hesitate to ask them to volunteer!

Promoting solutions to local social issues – various JDC-TEVET programs offer employers the opportunity to participate in initiatives that address social issues. For example, JDC-TEVET co-founded the Israeli Forum for Diversity Hiring, which brings together volunteers and corporations to diversify employment. In the Ma'avarim program, local businesses participate in regional forums to advance social issues.

STRIVE Tel Aviv & Bank Leumi

An example of building employer relations

Invitation - A representative of Bank Leumi was invited to present to STRIVE participants

Volunteer - The representative visited STRIVE to participate in a day of events.

Identify the need - The bank needed to recruit new bank tellers.

Partnership - The relationship involved the employer (the bank), a contact person at STRIVE, and a representative of the bank's diagnostic testing institute (Adam Milo).

Identify the interest - STRIVE aimed to change employer perceptions, and provide opportunities for STRIVE participants to land positions with career paths. The employer saw an opportunity to hire highly

motivated employees who had been pre- screened and selected for the work.

Adjusting the screening process - The bank adapted its traditional screening process by increasing the time to take the test, individual simulations, and new background checks.

Adaptation and preparation - STRIVE gave suitable participants professional job preparation including education about the bank and their future job responsibilities, group dynamics training, and simulations and practice tests.

Results - The partnership yielded a high rate of excellent placements in comparison to most placement centers.

Other Ways of Involving Employers



The latest survey by the Myers-JDC-Brookdale Institute outlines a range of successful ways in which employers and employer organizations are engaging with employment programs worldwide.

Offering participants paid internships: All over the world, employers are offering program participants paid work experience. For example, in the San Francisco Works Initiative, law firms agreed to employ training program participants as clerks for three months. Half the day was spent working for the employer and the other half was spent participating in the program. At the end of the three months, the firm could decide whether to employ them permanently.

Placement assistance: Employer organizations may be asked to help with participant placement after training. For example, two employers involved in the Construction Gateway program in Israel were asked to recommend participants to other employers they knew.

Employing placement workers: Employers may be willing to include employment coordinators into their own human resource or training departments. Employers are shifting internal procedures in order to help participants succeed through increased staff and mentorship. In this scenario, the coordinator is a part of the company and can leverage knowledge of the specific workplace to influence recruitment and training strategies.

Employer Needs



An understanding of employers' needs is key to strengthening their involvement in our employment programs. Several employment programs worldwide use **employer focus groups** for feedback on recruiting and retaining staff and other staffing needs. Focus groups and surveys were conducted to answer two questions:

- What strategies should employer relations coordinators use to build and maintain relationships with employers?
- What do employers want from employer relations coordinators?

The findings of the focus groups and surveys concluded that employers want:

1. Clear information about **agency services (employment programs)** for placement of disabled people and the **benefits for their business.**

How can working with an agency save them time and money, or improve their performance or products? Trust in the employer relations coordinator is important.

2. **Access to reliable information** about employing people with Disabilities. For example, the costs of adapting the workplace and the relevant laws are important to employers.
3. **Information about financial incentives** is particularly effective for large employers. This is less true for small employers who feel that meeting the requirements for obtaining the incentives is too time consuming.
4. Employers want assurance that the candidate is **suitable for a particular position**. The employer is less interested in the worker's personal needs.
5. The employment coach must learn more about **the specific needs of the business** rather than marketing the concept of diversity or integrating vulnerable populations.
6. **Skilled professional training and preparation** that focuses on the actual skills required by the workplace can persuade the employer to accept the candidate.
7. Apart from financial considerations, employers wish to be recognized as demonstrating **corporate and social responsibility (CSR)**.
8. Employers expect that employing people with disabilities or someone from a vulnerable population will help them **expand their customer base**.

These findings echo our experience in Israel. A focus group we held with the This Works coalition on the question of benefits to employers of working with people with disabilities found that there is a place for a dialogue on social values and that employers can find a personal and emotional connection to this subject.

Think:

What are the special needs of the employers you are in contact with in your employment program?



20 Insights into the Work of Employment Facilitators / Placement Workers with Employers to Find Work for People with Disabilities

Keys to success | This Works Coalition Focus Group, March 2014

Transparency and Preparation

1. Employer relations coordinators must be prepared for a long process.
2. It is important to be transparent about the difficulties of employing people with disabilities.

Meeting the Employer's Needs

3. Identify the employer's needs and how decisions are made in the firm.
4. Offer specialization in the recruitment and screening process, which can save the employer time and money.
5. Offer partnership and assistance in the firm's internal process.

Employer Readiness

6. It is easier to work with small and medium sized businesses.
7. It is easier to work with employers who have previous experience working with disabled workers, or ones who already have a management decision to adopt an inclusion policy.
8. Timing is critical. It is best not to approach a business in the early stages or when there is massive recruitment, as managers will be less available and attentive.

Quality of the Dialogue with the Employer

9. Be frank and assertive; do not skim over problems, rather show knowledge and confidence.
10. Be professional; match expectations, analyze the job, maintain contact, and be available.

11. Build a personal relationship with the employer.
12. Identify the employer's motivations and previous experience with those with disabilities with caution and sensitivity.

Value-Based Dialogue and Breaking through Stigmas

13. Convert the employer's concerns into knowledge: explain the disability and how it affects function.
14. Explain that it is our job to match the person to the position, not the position to the person. Focus on the person's competence, abilities and motivation to work.
15. Offer assistance and training for managers and staff, for example on how to communicate with people with disabilities.
16. It is possible to introduce social and ideological meaning and values into the dialogue with the employer (contribution to the community, doing something important, giving equal opportunities). Often this can increase the employer's motivation and help them deal with the difficulties that arise.

Showing the Marketing Value of Employing People with Disabilities

17. Increasing the brand value is a long-term process, whereby the social contribution is tied to the economic value of the brand.
18. Beware of cynical reactions to the idea of exploiting people with disabilities to promote the brand.

Successfully Meeting Demand

19. In order to fill high positions, we must try to match candidates with a trade or profession.
20. In order to provide service to an employer when we have no suitable candidates, we must maintain relationships with other organizations who serve people with disabilities.

The Employer Relations Coordinators

a < Mapping: Preparing to Contact Employers

- The world of employment and benefits available to employers
- Information sources
- Entering a company

b < Contacting an Employer

- Initial telephone call
- Contacting the employer by email
- Effective self-presentation

c < Meeting the Employer

- Preparing for the meeting
- Conducting the meeting with the employer
- Managing employer opposition

d < Connecting Candidates to Positions and Submitting Assessments

- Verbal assessments
- Written assessments

e < Fostering Relationships with Employers

- Aims, principles and methods
- Expressing appreciation to employers.

Preparing to Contact Employers: Mapping



After learning about the various elements of the employment program, the first task of the employer relations coordinator is to map out businesses and employers. This will aid in collecting information and analyzing it to prepare an action plan.

Questions at the mapping stage

1. Which businesses are operating in the area of the employment program?
2. Which businesses were previously in contact with the program?
3. Which businesses are looking for employees?

Looking inwards to establish contact:

1. **Which businesses are familiar with your employment program:** What contact have they had previously? Is it worth returning to businesses that we already know?
2. Ask program **participants** about any contacts they have.
3. Ask **colleagues and professionals in your field** who work on other JDC-TEVET programs (Youth Centers, Ma'avarim, Eshet Hayil etc.) about their contacts with employers.
4. Use your own **personal connections** and those of other members of the program team.

5. **JDC-TEVET headquarters** has contacts with many employers.
6. Your local community can be a rich source of information:
 - Local professional forums in which employers participate.
 - Local authorities (councils, municipalities) have information about businesses in their **business licensing departments**.
 - The **regional or local employment service**.
 - **Placement and staffing companies** can become partners and may be willing to share information.

A fundamental aspect of your work is **fieldwork** – physically visiting businesses will provide a lot of information; it is important to keep your eyes and ears open.

Online sources of information are available and constantly updated:

Golden Pages – to locate businesses by area, industry and profession	www.d.co.il
Power Phone – database for businesses	www.ipp.co.il
Dun & Bradstreet – D&B Israel, database for payment.	www.dunadb.co.il
Industrialists Association – information about industrial branches and associations, and about employer conferences.	www.industry.org.il
Craft & Industry Association – small and medium sized businesses	www.aci.org.il
Maala – businesses that value corporate responsibility	www.maala.org.il
Job search portals and websites – information about businesses and job vacancies	www.alljobs.co.il , www.jobmaster.co.il

Media – written and online, national and local; these sources provide the latest information and reflect the current situation in the country and in specific regions.
Company website – for focused information about each company.

Social networks such as Facebook and LinkedIn are valuable tools for information about businesses and employment possibilities.

An accessible and convenient way of obtaining information about job vacancies and employers is through job-seeking groups. Examples of such groups on Facebook:

High-tech jobs among friends

Dana & Noa – make me a career

Jobs for students and academics without experience

High-tech and marketing jobs without experience

Jobs in high-tech companies in Israel

High-tech jobs among friends

Human resources jobs among friends

Jobs among friends

Superior and arrogant jobs

Jobs for foreign language speakers in Israel

Looking for a Job in Israel

Nefesh B’Nefesh – Jobs in Israel

Jobs for mothers

Work that loves mothers Jobs4mom.

Other social networks, such as BNI, arrange meetings for businesses encourage collaboration and are a good resource for employer relations coordinators.

What are the important things to find out about a business?

- The field/industry of operation
- Location
- Number of employees
- Types of jobs and trades employed
- Recruitment needs
- Physical conditions
- Access for people with disabilities
- Access by public transport
- Terms of employment
- Organizational culture, including attitudes to diversity

To conclude, remember:

We have access to a range of sources for mapping employers and finding information about them. It is worth getting familiar with all of them, trying them and finding which are the **most suitable and effective for us**.

What should an employer relations coordinator do to find employers?

- Be familiar with the precise needs of participants in employment programs.
- Build personal contacts with employers and maintain existing contacts.
- Build a dynamic and updated pool of data.
- Use a variety of sources to collect information.
- Think creatively – from time to time try new sources of information and return to the ones that work well.
- Grasp opportunities – react quickly and confidently

The World of Employment and Benefits Available to Employers

Updated knowledge of the employment in Israel and globally is important for employer relations coordinators. The coordinator must remain informed about innovations in the field in order to be a reliable source of information for program staff and for employers.

The Ministry of Economy and other public agencies offer benefits to employers who take on workers from under-employed population groups. These benefits vary over time.

Sources: The World of Employment	
Press	
Calcalist	www.calcalist.co.il
The Marker	www.themarker.com
Globes	www.globes.co.il
Government Ministries	
Ministry of Economy	www.economy.gov.il
The Employment Service	www.taasuka.gov.il
Surveys and Trends	
Manpower Ltd. – indices and databases	www.manpower.co.il
Alljobs – trends and articles	www.alljobs.co.il
Sources: Benefits for Employers and Employees from Communities with Low Workforce Participation	
Ministry of Economy	
Employment	www.economy.gov.il/employment/
The Investment Center	www.economy.gov.il/Industry/InvestmentCenter/
Headquarters for Integration of People with Disabilities in Work	
Ministry of Economy HQ for integration of people with disabilities in employment	

Support Center for Employers of People with Disabilities	www.mtln.org.il
Ministry of Justice	
Commissioner of Equal Rights for People with Disabilities	www.justice.gov.il/mojheb/NetzivutNew
Other sources	
Accessible Work – jobs and employment information for people with disabilities	www.avodanegisha.org.il
Israeli Forum on Diversity at Work	www.forumgivun.org.il/
For Haredi society: Parnasa	www.parnasa.gov.il

Entering a Company

Whomever the employer relations coordinator establishes a relationship with becomes the point of entry to the company. Since our ultimate goal is job placement, in most cases contact should start with the company's human resources or recruitment manager.

Contact may also start with a direct manager, senior manager, business owner, or manager of community relations/corporate responsibility. In some cases, contact may be established through lower-level employees as well.

What must we do?

- Be familiar with the organizational structure of the business.
- Identify the position and responsibilities of our contact person
- Understand the areas of interest, the needs and interests of our contact person.
- Clarify the practical significance of the work of the employment facilitator.

Why is it important?

Everyone in the organization probably has his or her own reasons for establishing contact with the employment program. Identifying these reasons will help us to find common ground in the first conversation and create a good basis for dialogue.

For example, a recruitment manager may be interested in the availability of people for specific positions; a human resources manager may be interested in the impact on corporate culture of integrating special needs workers, while a company manager may be interested in the financial cost of hiring workers from our employment program.

A professional employer relations coordinator will be familiar with the business, identify the specific interests of the point of contact, and understand who the decision-makers are within the organization. This will help establish confidence, and will aid in presenting the value that the employment program hold for the company.

Identifying the interests of different professionals

Entry channel/ function in the business	Area of responsibility and interests	What this means for the employer relations coordinator:
Human resources manager	Personnel	Work environment, company needs, corporate culture
Recruitment manager/ coordinator	Recruitment of staff	Recruitment needs, availability and speed
Corporate responsibility manager	Contact with the community	Information about the employment program and its connections with the community
Professional manager	Managing operations	Assistance in the process of absorbing new workers
Workers/General Employees	Individual positions	

Keys to success:

transparency, trust, respect, and good conduct

Your first point of contact is essential to building a connection with a company. If this person is not an effective point of entry, you can move to a new point of contact. However, it is important to be transparent and respectful, rather than attempting to bypass the first point of contact. Involve the initial person, asking for another, more relevant connection.

Making Contact with an Employer



Becoming Acquainted via Telephone¹

At this point, it is important to distinguish between marketing and sales.

Marketing is a human social activity that aims to satisfy needs and wishes through a process of exchange. There are at least two participants, and each has something of value for the other. In the case of employment programs, the client defines the value of our product.

Sales, on the other hand, are commercial transactions that transfer ownership of an asset or object from the seller to the buyer. In a sale we define the object of the sale (the asset that is sold), the proceeds (usually, the price), and the conditions. The first telephone call is a significant step in the employer relations coordinator's effort to build relationships with employers. This is the first step to opening a channel of communication with the employer using marketing.

The purpose of the call is to arrange a face-to-face meeting. No sales will take place on the initial telephone call. That is, we will not fully explain our product (candidates for work), but rather seek a personal meeting to do so.

Whom do we contact?

In the first stage, we should contact somebody senior in the organization. We want to start with the CEO, understanding that he will probably transfer us to somebody lower down. Why? Because when we talk to the HR manager or other contact, it is useful to say, "Your CEO,

Mr. Marom, told me that you are the person to handle this matter” or “The CEO’s office referred me to you.”

What are the stages of our marketing process?

1. Hold the employer’s attention
2. Create interest; build trust
3. Make a decision
4. Arrange a meeting

Initial Telephone Call

Hold Employer’s Attention

Think about and respond to what goes through an employer’s mind in the beginning of the conversation:

1. Who is calling?
2. Where from?
3. How did you get to me?
4. How long will this call take?

Sample Conversation:

>I’m Hamutal from Afikim. I see that you are hiring. Is that true?

(Alternatively: The CEO asked me to speak to you, because you are the person to talk to about why I am calling. You manage negotiations, right?)

(Yes)

Can you give me a minute and a half of your time?

(Yes)

Great, we deal with the employment of young people...

- Speak assertively; it is easier to respond to someone who sounds confident.
- The goal is to obtain consent; we want to reach a situation where the other party responds with a series of affirmatives.
- If the person we are calling has no time to talk, it is better to call back later. Ask, “When would it be convenient for

me to call you? In an hour, two hours?”

- If the secretary is a barrier, you can ask for a direct line or email address. “What is his mobile number, 05...?” People tend to complete the number automatically.

Create interest and build trust

At this stage, we want to grab the listener’s interest.

Suggestions for creating interest

“Thirty minutes is enough for a short meeting; there is no need for a whole hour. Together we can explore the match between our candidates and your workplace.”

“I’m meeting employers in your field. You will be able to see in a short meeting how our people can be suited to some of your positions.”

“We’ve been successful placing workers in warehouse logistics. In a short meeting we can show you how we can also place workers with you.”

Brief presentation/pitch

“I’d like to tell you a little about us...” Here it is important to be very brief. Leave most of the information for the in-person meeting. Show **the employer how they will benefit** from meeting us, or give an example of success.

Generate agreement

“What do you say?” “How does that sound?” “What do you think?”

It is important to listen to the person we are contacting, and allow them to show interest.

Making the decision

At this stage, our goal is to arrange a meeting.

Suggest meeting times: “Which is best for you – morning or afternoon?”

Once we have a time of day, specify, “**Is Sunday OK, or is Tuesday better?**”

Aim to arrange a meeting within five to seven working days. Any longer and the interest might fade.

Action: put the meeting on the calendar.

“Great, so we’ve set the meeting for Tuesday at 10:00am. Looking forward.”

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Contacting the Employer by Email

An initial email is an acceptable way of starting contact with an employer. This is an important one-time opportunity. Just as with phone introductions, focus on the interests of the contact person and present yourself in a professional manner to build trust and curiosity. Give a clear and focused message, and pave the way for further contact.

Planning:

- What is the purpose? What do we want to achieve with this email? What would be a successful outcome? (That the employer will remember me/ reply to my email, etc.)
- What is the benefit to the employer of contact with us? (For example, saving the time required to screen applicants).
- Language: use terms that the employer will understand (for example, “applicant for work” not “participant”).
- Format: Does the email signature look reliable and dignified? Does it contain our contact details?

Suggested structure:

1. Polite, brief opening
2. Introduce yourself and the organization – no more than 1-2 lines

3. Body of message
4. Professional closing sentence
5. Option to ask about times and methods of contact
6. Closing greeting
7. Signature with contact details

Important Aspects:

Brevity: Longer program description may include as a link or attached in a separate file.

Language: Use professional language and create an impression of reliability.

Grammar: Avoid spelling/grammar mistakes.

Format: Include full signature and contact details

Example of initial email prior to meeting:

Dear Yakov Mevurach,

My name is Vered Segol, Employer Relations Coordinator for the JDC-Israel TEVET Opportunity for Success program. The program is designed to help young people with low education and work experience find work.

I see that you are in need of packing staff. We can recruit suitable and available workers for you according to your requirements, and assist in the process of integrating them into the workplace.

We are not working for profit, so this service is at no cost to you. We have been very successful in northern Israel through this program. We have a pool of dozens of young people who want to work, and our purpose is to help them integrate into the labor market.

I would be delighted to meet with you personally to discuss potential collaboration. I will call you in the next few days to arrange a meeting.

Meanwhile, I am attaching some information about the Opportunity for Success program, and its potential benefits for you.

Thank you and looking forward to meeting,

Vered Segol

Employer Relations Coordinator, Opportunity for Success

Telephone: 054-9990000

Effective self- presentation



Being an employer relations coordinator requires initiating new contacts, and presenting oneself everywhere from professional meetings to family events. How can we prepare for this? What is important? How can you convey an effective message to potential employers?

What is an effective message?

An effective message is a result-oriented and businesslike marketing message that arouses curiosity, and leaves a good and lasting impression.

An effective message has two layers: (1) the verbal cues, and (2) the non-verbal cues. Non-verbal cues are conveyed in the blink of an eye, and they also make a decisive impact on our first impression.

What is important for conveying an effective message to an employer?

Planning and preparation: design a verbal “calling card” with a short, memorable message to generate interest. Practice this message with colleagues or friends, until you feel comfortable with it.

Define the purpose: The aim of the interaction is to exchange business cards and phone numbers to arrange a meeting.

Knowing the employer: We only contact employers once we understand who they are, which industry they work in, and what their needs are.

How do we build the verbal message itself?

- **Opening sentence.**
- Present the **organization, our product and the added value** it brings to the employer (two sentences)
- **Mention what makes us different** – the uniqueness of our service, in what way we are better than others
- Closing sentence, focused on our **original purpose** (exchanging visiting cards and arranging a meeting).

Example of an effective marketing message:

“Hello, pleased to meet you. My name is Noam Naim and I am an employer relations coordinator for the Maftē'ach program – Development Center for Haredi Employment. The program was created by JDC-Israel and the Ministry of Economy, and helps the Haredi community find good jobs. You might be surprised to learn how many Haredi people come to us because they want to earn a living. My job is to build contacts with employers who can work with us. I would be happy to tell you more at a proper meeting.

(Total: 40 seconds. Check!)

Did you know?

The term “Elevator Pitch” is often used to mean “an effective marketing message”. It started during the high-tech boom when enormous capital was drawn to high-tech ventures. Imagine a situation where a young entrepreneur encounters at the elevator a relevant CEO or financial officer that he has tried to meet but been blocked by a zealous secretary. They are both going to the 10th floor, so the entrepreneur has 45 seconds to make an impression, convey his message, and leave the lift with a calling card and agreement to meet. We have transferred this marketing technique from the world of finance to the world of employer relations.

Tips for an Effective Pitch

Speak simply, accurately, and avoid clichés – be practical and present the message.

Use pronouns and proper names – repeat the word “you” as much as possible, and of course use the other person’s name.

Keep it brief and to the point – messages should be as brief as possible. People have little time or patience for long messages.



Know your target audience – make use of effective details

Use your voice – speak fluently, and assertively

Let them breathe – more than any words, a pause at the right time can have a good effect. Learn how to stop talking, particularly just after you have made an important point.

First impression - the first seconds determine how we perceive new people.

Be prepared – always make sure to have your business cards and a smile.

Meeting the Employer

Once you have found an employer who may be relevant to your program, collect information about their business, and contact them by telephone or email to arrange a meeting – what is next?

You are about to meet the employer face-to-face. You have about 30-60 minutes of their attention. This is a one-time opportunity. This meeting with the employer is a **sales talk** in every way.

What is a selling process? The seller identifies and stimulates the customer’s needs for the benefit of both parties in a process. The challenge is to cause the customers to change their approach, their perception, and their conduct.

What are we selling?

1. Our candidate for work – the participant in our employment program
2. Our employment program
3. Ourselves as reliable professionals

Preparing for the meeting

How do we prepare for a meeting with an employer?

- Be thoroughly familiar with our employment program:
- The work skills of our participants/applicants
- The services our program provides for employers
- Any prior history this employer has with the program
- The benefit we can bring to the employer

Understand the organization and the employer (the customer)

- The firm's field of activity – products, structure, location and branches.
- Available positions
- Social involvement

Do not forget!

Dress appropriately – the employer relations coordinator must be clean and tidy, with a reliable, professional appearance that relates to the place of work. A professional will not arrive at a workplace in revealing clothes (sleeveless vests or beach sandals, etc.). Similarly, you should not wear a suit and tie for a meeting in a greenhouse or garage. It is also important to pay attention to details (use of a watch shows punctuality and responsibility, use of a briefcase is a preferable to a bag, etc.).

Arrive on time – do not be late! It is best to arrive 15 minutes early, giving

you time to form an impression of the workplace and its culture.

The walls can talk - Look for certificates of appreciation, pictures of staff at cultural and welfare events, statements of the company vision. Look at the people around you and gauge the spirit of the place.

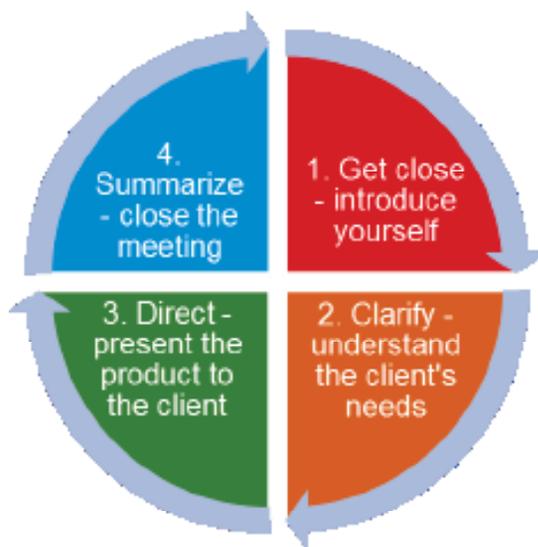
Show self-awareness – Speak pleasantly and clearly, start with a handshake, sit up straight, remember to smile, and make direct eye contact.

Handshakes are an accepted part of business culture. If handshakes between men and women are not acceptable in a particular culture, smile, nod and even explain. This is generally understood in Israel, as people are generally familiar with this issue.

Prepare materials for the meeting – Bring business cards with contact details, a pen and notebook, marketing materials such as an information sheet about the organization, etc. for the employer to reference. PowerPoint presentations should be reserved for larger meetings.

At personal meetings, you are the one who must create interest and curiosity! The stage is yours!

Conducting the Meeting with the Employer



An employer meeting is a sales pitch. Typically, we divide sales pitches into four stages: Introduce, clarify, direct, and summarize.

Stage 1: Get acquainted with each other (Introduce)

What is the goal? To create a sense of mutual trust. Openness is required to collect preliminary professional and personal information.

How do we do it? During this stage, use active listening and show sincere interest in the client. Get to know the employer as a person and find common points of interest. Use positive words, or mention a shared acquaintance. Many of us may not be used to client-focused small talk, but it is a learned skill! You should certainly practice such conversations (perhaps with family or friends that you have not seen for some time) until you feel at ease with them.

During the whole conversation, use business language familiar to the employer. Avoid therapy and social organization jargon, which is not usually familiar to employers (participants, contenders, rehabilitated). Instead, use terms such as “job applicants” and “potential employees.”

Examples of goal-oriented small talk:

- “I really like the design of your office.”
- “What a fantastic view from your window – it’s really inspiring.”
- “What lovely children. I have two.”
- Certificates/cups/medals in the room may indicate a hobby or interest of the employer that you can use to start the conversation.

Ten Tips for Your Conversation:

1. Use goal-oriented small talk
2. Smile
3. Mention similar/shared background (“I also went to Tel Aviv University!”)

4. Call the employer by name (“Gidon, I see that you are interested in...)
5. Add humor (with caution!)
6. Create shared points of agreement.
7. Show real interest in the other person (“What do you think about...?”)
8. Mention a common acquaintance
9. Identify a shared goal
10. Maintain a pleasant tone of voice.

Stage 2: Clarify and understand the employer’s needs

After the introductions and laying the foundation for a conversation, focus on understanding the client’s needs and interests.

At this stage the most important tools are:

Listening – Paying attention to the employer’s spoken and unspoken needs.

Asking effective questions - Asking questions is the most effective way of clarifying needs. They make the employer think and bring up needs and objections, thus creating a dialog. It is important to show real curiosity, and use further clarification questions, but avoid interrogation.

Choose the style of question according to the type of response you want. A closed question will produce a concrete answer, while an open question will yield more details.

Example of open question: “What type of workers are you looking for?”

(What is important to me is...)

Example of closed question: “Do you need experienced or inexperienced workers?”

(Inexperienced)

Example of a question that stimulates discussion: “Have you

ever tried employing people from Haredi society?”
(No, do they want to work?)

Before talking to the employer, define what responses you want and what subjects you need to clarify. Prepare questions on these subjects in advance, and direct the conversation around them. Document the responses in real time if possible.

Ask questions about the following:

- The workplace
- The profile of available jobs
- The recruitment process and screening methods
- Terms of employment
- Organizational culture

Clarify the relationship between the employer relations coordinator and the employer:

- How the coordinator can help the employer with recruitment and induction.
- Preferred methods of communication (email/telephone).

On the next page is a list of sample questions. The table is divided into sections, with a wide range of questions for each field. Not all questions need be asked in the same meeting; the conversation should not feel like an interrogation, but should flow based on subjects raised by the employer.

Sample questions for conversations with employers

Questions designed to obtain information	
<p>Learning about the work place</p> <p>(The answers to some of these may be found online, from conversations with employees, etc. In the first face-to-face meeting, we seek to confirm knowledge and obtain detail.)</p>	<ul style="list-style-type: none"> • What does your company do? • Which positions have you recently filled? • How do you generally recruit? (sources) • How many workers/areas in Israel/seasonal? • Who does your recruiting? You or an HR manager? • What is the work environment like (is there A/C, is it safe, is it a warehouse)? • Do you have access for the disabled? (transportation) • What kind of workers do you need? • What is the average profile of your staff? (age/education/army background/experience)
<p>Profile of the job</p> <p>Type of work and what it involves - experience required, skills, education, training, teamwork</p>	<ul style="list-style-type: none"> • What is the job you are seeking to fill? • What are the main tasks of this job? • What is the worker actually expected to do? • Where is the position based? (warehouse, production line) • What training is usually required for this job? • Do you provide on the job training?

<p>The recruitment and screening process</p> <p>Willingness to adapt to the candidate pool.</p>	<ul style="list-style-type: none"> • What is your recruitment process? • How long does the process usually take? • Do you use an external screening company? • Do you use an assessment center? Telephone interviews? Who does the interviewing? • What tests do applicants have to go through?
<p>Terms of employment</p> <p>Shift work, salary, social benefits, meals, transport, promotion prospects</p>	<ul style="list-style-type: none"> • Do you employ people directly or through a staffing company? • Is the work in shifts? • How many shifts does a worker do each week? • What other benefits do workers get? • What is the salary for the job you are now recruiting?
<p>Organizational Culture</p>	<ul style="list-style-type: none"> • Are there any activities for staff outside work hours? • Do you employ diverse populations? • Do your employees volunteer in the community? • Do you have mentors for new workers?
<p>Questions about the contact with the employer</p>	
<p>How the employment coordinator can help the employer in the recruitment and induction processes</p>	<ul style="list-style-type: none"> • How can I help you in your recruitment process? • Would you like me to give your interviewing team tips about talking to the hard of hearing? • Would you like me to assist the worker in his first few days of work? (Question for a more advanced stage)

<p>The employer's preferred methods of communicating with the coordinator (closing stage)</p>	<ul style="list-style-type: none"> • Would you like us to communicate by email or do you prefer that we talk on the telephone? • When is it convenient for me to call you? • Which email address should I use to send you the CVs of candidates?
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Stage 3: Direct the conversation around our services

In the previous stage of the conversation, we clarified the employer's needs, and now we adjust our response to those needs. Describe the employment program and the service it provides, detailing the mutual benefits for the employer and the program.

It is important to summarize the needs discussed by the employer, and set expectations regarding our ability to meet those needs. Ask for permission to present a product or service that can benefit the employer, offering a few options to choose from.

Tools for the Directing the Conversation:

The FAB Model: This model presents services in a way that is relevant to the client, increasing chances of a positive outcome from the buyer.

Feature – characteristics of the product/service

Advantage – advantage of the product/service

Benefit – benefit to the customer

According to this model, we identify the features of the product (in addition to the facts directly relating to the nature of the product), stress the advantages of the product, and translate each advantage into **individual benefits for the customer**.

What are our products? Prepare an inventory of our products that can interest the employer. For example:

Features	Advantages	Benefits
Motivated employees	Retention	Save costs of high turnover
Properly trained employees	Quick adjustment to work	Good output in a short time
Large pool of candidates	Access to many candidates	Save time and costs of recruitment
Candidate screening	Only suitable candidates are offered after screening	Save costs of finding and screening candidates
Assistance at work for employees with disabilities	High availability, mediating between the employer and the worker, and between the worker and colleagues; employer satisfaction	High chance of integration, peace of mind for the employer, save time spent on dealing with difficulties

It is important to present things simply using emotive words and examples of success.

“This is an excellent opportunity for you. Our service is provided free of charge, so you will save on the costs of recruitment.”

“I understand from you that you have high employee turnover, which causes high costs that you want to cut down. We will screen the workers for you to ensure they are motivated to work. From our experience with another supermarket, the people we work with tend to stay in their jobs, so you won’t have to spend time and money looking for new staff.”

“It will be a great experience for your other employees. When you take on new immigrants, that’s a tremendous contribution to worker diversity.”

Stage 4: Closing - summarize the meeting and agree on future meetings

After presenting the benefits of collaboration, summarize the details of the “transaction” and agree on further contact.

Verbal summary of the meeting:

“Great, so I’ll come tomorrow to see your production floor, and the manager will explain the positions where you need workers.”

Be specific about your next interaction:

“We’ve agreed that early next week I’ll email you five CVs of suitable candidates, and you will invite three of them for an interview.”

Wait for the employer’s response.

After the employer confirms, we can explore future opportunities for contact, and even ask for “leads” (recommendations of other employers).

Finally, document the meeting.

It is important to summarize the meeting to remember what was decided upon. Enter the summary into SPOT.

It is also a good idea to send the employer a short email, expressing gratitude for the meeting, and outlining the agreed-upon next steps. This looks professional and reliable.

Dear Avi,

I very much enjoyed our meeting yesterday. Thank you for your time and your professional approach. Here is a summary of what we discussed:

Next week I will come for a visit with employment coaches.

As we agreed, I will coordinate the time with Miri.

In two weeks, we will arrange a day for an assessment at our center.

Thank you and best wishes,

It may be appropriate to send a formal letter documenting and summarizing the meeting as well. Below is a template for such correspondence.

Date:

**Re: Meeting on the Employment of Haredi Staff
at Bete'avon Ltd.**

Purpose of the meeting: planning the establishment of a Kiryat Gat Logistics Center and broadening cooperation

Present: (names of participants, job title, company name)

About the Company: (background, branch of industry, recruitment needs etc.) 5-6 lines

Contents: (The heart of the letter, here we mention things discussed at the meeting) Details of the job, the working environment, work hours, screening process, pay and conditions, transport, other benefits such as clothing, adjustments for specific population (in this case, for Haredim – prayer times, working on intermediate festival days, etc.).

Training and promotion prospects: (Summarize any agreements)

At around Passover time the Mafte'ach program will advertise the job to the public (with advertising partly funded by the company). Days for relevant candidates to visit the company and interviews will be arranged.

CVs will be sent to a special box for the Mafte'ach program in the company: jobs.mateach@beteavon.com. For Mafte'ach, Shalom B. will be the portfolio manager for inquiries from candidates, arranging visits, and any other questions or clarifications.

Managing Employer Opposition

Employer opposition is familiar to every employer relations coordinator. The reasons why an employer might express opposition to our contact or messages are varied; perhaps this employer is afraid of change, or perhaps the timing is not right. In some cases, objections are really a call for more information.

When opposition arises at a meeting, there are several ways to handle it. First, identify that we are indeed dealing with opposition:

What does opposition sound like?

Many associations have already contacted us...

I will have to think about it...

I do not need any staff....

I do not know how the other employees would accept this....

I will have to check with our senior manager...

Perhaps you will get back to me in a few days...

I do not know if I could manage with a blind employee...

What does opposition look like?

Turning away, avoiding eye contact

Leaning away

Fidgeting and restlessness

Unanswered emails

What do we do?

- In a face-to-face meeting, pay attention to what was and was not said.
- Try to identify the context/background to the opposition: Fear, lack of time, lack of authority, unsuccessful former experience of employing people from our program or another similar program, etc.
- Ask clarification questions, (“In fact, are you worried that this worker won’t fit in socially?”).
- Describe the value and benefits of the relationship with the program, the benefits of the candidates we will refer to them, and the benefit of having us as professionals to assist in the process.
- Provide an example of our success with another employer with similar features.

Examples of common issues and suggestions for handling them:

“Do you know how many of these employment programs have already contacted me?”

Answer: “Yes, there are lots of programs, because it’s an important subject for our country. Each program has its special character. We’re experts in...”

Alternatively: “No, tell me about them – did you succeed? Was it worthwhile? What didn’t succeed?”

“I sent CVs to an employer who was excited about working with our employment program, but he never got back to me.”

Answer: Call the employer after a few days to follow up. If possible, make the sure employer is available at the time of your call and ask, “Have you had time to review the CVs I sent you? What was your impression?”

The goal is to persuade the employer to invite the candidate for an interview.

In order to explain the advantages of your employment program to employers, prepare beforehand by identifying **the value that you and your program bring to the employer.**

- What are the special benefits of your employment program?
- What differentiates you from other employment programs?
- What differentiates you from placement/staffing companies?

Show the employer these advantages without putting down or showing contempt for any other organizations or agencies.

Benefits an employment program can bring to employers:

Savings in time: “We screen the CVs and only send you the relevant ones!”

Savings in money: “Our service is free of charge, unlike placement companies.”

Image value: Doing something to benefit the community sends a message to the staff and the public that this business cares about them. “Our employment program works with special needs populations and works for a social aim. That is important to our clients!”

Savings in labor/resources: “We always have workers available for you!”

Experience with diverse populations: “I have a lot of experience of working with the employment of the Haredi population.”

Additional value: “I can assist you in exercising your rights to benefits from government ministries!”

Connecting Candidates to Positions and Submitting Assessments

Every employment program defines which of its professionals is responsible for the connection of a candidate to a specific job. In some programs, the employer relations coordinator makes the connection, in others the employer relations coordinator assists the employment facilitator and ensures that the match was effective.

The employment program's pool of data allows the employment facilitator to select most suitable candidate according to the employer's requirements.

The assessment for employers is an important tool to ensure the best match between a candidate and a potential employer. The assessment can be done verbally or in writing in a meeting with the employer.

Verbal Assessments

What to say to an employer during a verbal candidate assessment (in conversation):⁴

Describe the skills, experience and training they have received through the program:

“She has excellent interpersonal abilities. She took a course on computer skills with us, so she can work with databases.”

Describe the candidate's ability to meet the employer's requirements:

“She is available for work immediately and has the means to get to your offices, so there will be no problem getting there early.”

Stress our impression of their strengths:

“She left me with the impression of somebody very responsible. She noted all my comments in our discussion!”

Add any impressions others had of the candidate:

“The computer teacher felt that she was detail-oriented and showed strong learning ability.”

Mention any major setbacks faced and how the candidate copes:

“She has poor hearing, however she’s very sociable. She speaks very well and is functions without a problem with her hearing aids.”

In addition to speaking with the employer, the employer relations coordinator must meet with the **employment facilitator**, who works with the candidate personally, about the job and how to prepare the candidate for an interview. The purpose is to improve the employment facilitator’s ability to make a good match between the candidate and the proposed job, and ensure the candidate is properly prepared for the interview.

What is important to include in the conversation with the employment facilitator?

- The formal and informal requirements of the job
- Your personal impressions, as an employer relations coordinator, of the employer: “I also spoke to the direct manager; she was very nice and I felt she was looking for a serious, committed employee.”
- Your impressions of the workplace: “It’s a big place, they’ve just moved to a new site, with a little kitchen on each floor.”
- What the candidate can expect if accepted: “The staff get lunch, and if they’re on the evening shift – supper as well.”
- A description of the company’s recruitment and screening process.

Written Assessments

Purpose of the written assessment

An assessment written for an employer is the basis for recommending a participant for a job. It helps the employer relations coordinator to bring out the candidate's strengths and unique assets, confirming that the candidate's CV has been through a preliminary screening, and explaining any gaps between the employer's expectations and the candidate's qualifications (for example, the requirement for academic education when the candidate has Torah education).



In some programs, an employment facilitator who personally knows the candidate writes the assessment. The employer relations coordinator reviews the assessment, and attaches the candidate's CV to an email sent to the employer, offering a professional opinion.

How to write an assessment:

Name, (age) place of residence, e.g.: "Avi, a young man from Yerucham" **1 line.**

Summary of experience and education – employment background, skills acquired and qualities specific to the position: "A lot of experience in sales and service positions, good selling ability and service awareness." **2-3 lines.**

Impressions and general qualities: "While working with him I found him to be well presented, pleasant and highly motivated." **2-3 lines.**

Explain any gaps.

Closing sentence.

He wishes to find work as

Points of emphasis:

The assessment is the basis of the employer relations coordinator's

recommendation of the candidate. Certain points must be emphasized according to the nature of the job.

The assessment should also be based on the impressions of other team members who can add information (workshop leader, English teacher, individual coordinator or employment trainer, etc.)

The employment facilitator should document initial impressions immediately after the intake interview or at the end of an employment preparation workshop in SPOT.

Example of an assessment for an employer of a candidate:

Dorit Oded, age 37, Kfar Monash (car owner, also has access to the railway).

Dorit has a BA in Economics and Management from Ruppin Academy. She has extensive experience in the field of job placement. She was a placement representative at HOT and a data optimizer and controller for DBQ. Both these positions brought out her technical inclinations, sensitivity, love of people and ability to work in a team.

In our workshop, Dorit handled all tasks with ease and met the team's high standards, demonstrating service orientation, good relations, thoroughness and accuracy.

Dorit is a dedicated worker who is suitable for positions demanding responsibility, accuracy and attention to detail.

Dorit is hard of hearing but speaks fluently and communicates normally, except on the telephone.

Best wishes,
Sarit Gonen, Employer Relations Coordinator
Tel Aviv Employment Center
Tel: 054-8887777

Shlomo Cohen, Bnei Brak

Shlomo has experience as a warehouse worker. He worked in a store selling building supplies and volunteered with Help from Zion in their rehabilitation equipment storeroom.

He also has training experience, and gave extra lessons to Yeshiva students during his time studying.

Shlomo is currently learning computer skills, and has demonstrated excellent learning ability through his extensive education in Torah.

He is hardworking, energetic, communicates well, and is a methodical, organized worker. Shlomo excels in collaboration and demonstrates excellent personal relations.

Best wishes,
Shimon Matzliach, Employer Relations Coordinator
Mafte'ach Center
Telephone 052-3337777

Fostering Employer Relations

Establishing contact with an employer is a gradual process, which demands effort and commitment from both parties. This partnership can be expressed in various ways, including consent to volunteer and participate in JDC-TEVET team training processes, hosting seminars, visits to the worksite, and of course accepting program participants as employees. A relationship with the employer must be maintained and developed over time for the benefit of all parties.

Aims, principles, and methods

The aims of maintaining employer relations are similar to the aims of customer retention for business. We want employers to turn to our employment program as a trusted resource. Additionally, we want to empower employers to be agents for change.

Principles: It is critical to plan strategically. Segment clients, budget for retention, and make use of a range of techniques to evaluate client retention. It is very important to define targets for success and be flexible in adapting the service to client needs. Personal relations are one of the fundamentals of retaining business clients.

Action steps:

a. Strategic planning

Plan the method and actions for maintaining contact with the employer. Planning involves the manager of the center or program and will be part of the work plan.

b. Segment the employers

Segmentation decisions must be intentional and made with the manager and even with the team.

c. Decide how each segment will be handled

Different segments may receive different levels of attention from the program in terms of calls, visits, opportunities for involvement, etc. After examination, an employer may be upgraded or downgraded, but should never be abandoned, even if there has been no productivity (e.g. placements) in the relationship for an extended period.

d. Define the budget

Employer retention may bear a monetary cost (in addition to a time cost), so it is important to set a budget for such activities. Costs may be offset by monetary or in-kind donations from partners.

e. Evaluate

Businesses often use computer systems (CRM) to record marketing efforts. It is important to monitor employer retention activities in order to evaluate effectiveness and make adjustments as necessary.

Showing appreciation



Showing appreciation for partnership is an integral part of fostering employer relations. We know that employers work with us for no immediate monetary gain to promote our shared goals, and are sometimes simply acting out of good will. Therefore, just as we express appreciation to our financial donors, we should also thank employers who donate their time, knowledge and other abilities to our employment program.

There is a variety of ways of showing appreciation to employers for their contributions.

- A thank you letter or email
- Certificate of appreciation for a special effort
- Mention of the partnership in a municipal context (letter to the mayor)
- Newspaper article (needs the employer's consent)
- Thank you letters from program participants
- A short movie describing the joint activity.

Be creative, sincere, and original in expressing appreciation to employers who are involved in your programs.

To: M.V.
Recruitment & Organizational
Development Manager
Synergia Ltd

Re: Thank You for Participating in the Employer Relations Forum

We thank you for your participation in the Employer Relations Forum – North, a learning encounter for customer relations coordinators on JDC-TEVET's Push for Employment programs.

At the event in the Maalot Tarshicha Employment Promotion Authority on March 6, 2014, you presented your business and staff recruitment process. Together with Adi, you described your partnerships for recruiting employees, specifically those of diverse backgrounds.

With your help, the customer relations coordinators gained insight into your business, as well as the many methods to maintain contact with employers.

We hope you will continue to see JDC-TEVET programs as sources of potential recruitment, and we invite you to utilize our expertise with populations in the north in order to fill your vacancies in the short and long term.

Together we can advance the underemployed.

Thank you very much!

Best wishes,

OPG and YS, JDC-TEVET – Joint Israel

Copy:

VP Human Resources, Synergia
Manager of Maalot Tarshicha Employment Promotion Authority
Placement Coordinator and Deputy Manager of Maalot Tarshicha
Employment Promotion Authority
Employer Relations Coordinator, Maalot Tarshicha Employment
Promotion Authority
Manager of the Employment Bureau, Maalot Tarshicha Manager of
the Employment Promotion Authority Program

Infrastructures and Professional Tools

- a < Researching and Analyzing a Position
- b < Visiting a Place of Work
- c < Recent Trends in the World of Work



Researching and Analyzing a Position

4



Researching a position is

a process of examining specific job descriptions and learning about the employer requirements, expectations, and what type of employees are in demand. Research is a basic skill that all employer relations staff must master.

Occupation analysis is a process of identifying tasks in various occupations, defining the skills required to perform these tasks, and in what conditions. The analysis involves breaking down the occupation into its elements and examining each in terms of specific responsibilities and all they might entail. It is a professional tool for human resource managers and recruitment managers who want a deeper understanding of different occupations when considering recruitment and promotion of staff.

Why is it important to analyze occupations?

In this dynamic era, new positions that may not have previously existed are emerging. Three years ago, who had heard of an applications developer, or a graphic banner designer? We have to be familiar with both existing and new occupations and the varied options available to the participants we are helping. As professionals, we must assess which of our participants are suitable for different jobs in order to provide accurate employer recommendations.

Notes:

Be familiar with the occupation and its specific job description

Make a **list of personal qualities** required for the occupation.

Collect information about company and **employer requirements** (purpose, training required, expectations and physical requirements).

Document all information. It will become a concentrated and available source of knowledge, a kind of library of occupations, for use by program staff and participants.

Job Description⁷:

Title

Hours (normal, shifts, overtime)

Conditions (outdoors, office, with a computer, in a team, alone, noisy, air conditioning)

Special physical requirements

Salary and benefits

Details of duties and responsibilities (e.g. for a secretary: answer the telephone, arrange overseas travel...)

Relative time for each task (50% telephone, 10% typing)

Level and type of responsibility (administrative, operational, therapeutic, financial...)

Performance Assessments (level of service, quantity of calls, harmonious relations with colleagues...)

Sources of Information

The following table outlines our sources of information regarding available positions and occupations in Israel. This list is by no means exhaustive.

Source:	Information:	Action Item:
Wanted Ads	Job description, as defined by the employer. Can be found on job boards online, in the press, etc.	Study the text and find as many concrete details as possible regarding the employer's expectations
Professionals	First-hand account of what the job entails, work conditions and work environment.	Contact people who have experience in the role that interests us and interview them/speak to them.
Employers	Missing information left unanswered by simple job postings.	Speak to the employer and seek clarification as necessary. Employers are generally willing to provide additional information, as it improves their chances of receiving suitable applicants.
Colleagues	An outside perspective based on experience working with employers.	Contact colleagues for information.

Digital Tools for Occupation Analysis	
Meitam Automated Employment Information	<p>A computer system developed by Hadassa Careers Advice Institute to aid in decision making on studies and/or professions. Meitam contains comprehensive, updated information on about 500 occupations in Israel and relevant training. It also has a questionnaire on professional inclinations to assist users in selecting a field of interest. Some employment programs can obtain free access, but the program has a fee.</p> <p>www.adam-milo.co.il/index.html</p>

DOT (Dictionary of Occupational Titles)	The world's largest dictionary of occupational titles. www.occupationalinfo.org
O*NET (The Occupational Information Network)	An important database of occupations and trades developed with the support of the American Department of Labor organized by critical job requirements. Free and highly recommended (English). www.onetonline.org
Hamivdak	Yoram Studies, developed by Prof. Gati, Hebrew University. www.mivdak.yoram.co.il
Helpful Websites	
Yoram Studies	www.yoram.walla.co.il
Click 1	www.1click.co.il
Midaat	The National Center for Testing & Assessment (acceptance data, matriculation and psychometric calculations) kivunim.huji.ac.il/soldier/meydaat.html
Shenhar academic	www.shenhar.co.il/subjects.asp
Ministry of Economy	ovdim.gov.il

Researching a Position

Field of occupation: _____

Job Title	Required Skills and Abilities	Necessary Experience	Education	Subordinates	Daily Tasks

Work Environment			Pay range	Advancement Opportunities	Organizations in the Field
Corporate Structure	Corporate Culture	Hours			
		Work in Field/ Office			

Sample Job Profile⁸

Title: _____

Recruitment Manager: _____

Date of Availability: _____

Job Description

MAIN TASKS	HOW IS PERFORMANCE MEASURED	INTERFACES
Details of tasks to be performed for the job		With people inside and outside the organization

Critical Success Factors

PROFESSIONAL	PERSONAL
Education, knowledge, experience, types of tools used, etc.	Critical personal and inter-personal qualities for success

Professional advancement (promotion possibilities, types of positions)

Additional Requirements

Willingness to work long hours (nights/weekends) _____

Working Conditions: _____

Special physical requirements: _____

Education: _____

Car/Transportation: _____

Knowledge of languages: _____

Other: _____

5. Pay/Benefits:

6. Other comments:

Visiting a Place of Work

4



Visiting a potential place of employment is an important way for the employer relations coordinator to collect information about the workplace, in addition to the information gained in face-to-face conversation. Touring the workplace enables the employer relations coordinator (and the employment facilitator and the participant – the job seeker) to form a direct impression of the environment, the organizational culture, accessibility, location, etc.

The table on the next page presents subjects that should be addressed before, during, and after the visit with the employer.

All information should be documented and saved, to contribute to the pool of knowledge for the employment program team who work with participants on an individual basis.

Visit by Employer Relations Coordinator to a Work Place Points to Evaluate Working tools	
Work place: Contact person: Date of visit:	
Before the visit: Preparation	
Collect information about the site	Internet, press, social networks Employees of the firm The program team Telephone call to employer Specify any clothing requirements (closed shoes) Other:
Be aware of personal attitudes	What is my attitude towards working in this place?
Find out how to get there	Access by public transit Car General accessibility
During the visit	
Building/site entry	Signs Entry process (security, visitor's badge) Waiting area in the building
General work environment	Physical description: the design and feel of the building, windows, exit to yard, etc. Physical access for people with disabilities Level of lighting Noise level Size of working areas and offices Walking distances Safety messages, instructions and rules of conduct Cleanliness Dress code for staff
Organizational culture	Welfare activity, notice board of events and birthdays Boards with information of workers' rights Cloakrooms Break rooms Dining room Synagogue Level of cleanliness General atmosphere

Conversation/interview After the Visit	
Organizational structure, jobs and occupations	
The working week: structure and size	Shifts Number of days worked per week Time of starting and stopping work Flexibility Working independently/as a team Breaks Travel
Recruitment of staff	Sources of recruitment Recruitment process
Promotion of staff	Professional training Process of promotion Possibilities for promotion
Recruitment of workers with disabilities	Threshold conditions The process Previous experience Number/percent employees with disabilities Demand for workers Willingness to make adjustments Expectations of the placement coordinator
Other information	

Latest trends in the world of work: Sources of Information



Employment is undergoing a revolution, and significant changes are occurring constantly at the local and global level. Technological advances and the age of information have affected the process of globalization and created a new world of work.

How is Israel affected by Changes in Work?

According to a review of the literature published by the Research & Economic Administration in the Ministry of Trade & Industry, globalization and its effects on the Israeli economy and society have led to far-reaching changes in the Israeli labor market. Multinational corporations have stronger influence on the local economy, and many organizations are going through processes of change. The demand for economic efficiency is increasing, while values such as organized labor and social solidarity are declining. Worker and workplace mobility have become routine, the State is promoting processes of privatizing public services in the name of economic efficiency, individualism is increasing, and free competition is becoming a constitutional basic right.

The Israeli labor market is particularly affected by technological advancements, pension arrangements, labor laws and workers' unions, all of which are changing the rules of the employment game. There are also changes in the relationship between flexibility and permanency; people who change jobs several times in their career are considered creative and entrepreneurial, and new technologies offer the flexibility of working from home. Too often, however, the sense of economic

security is lacking. Part-time employment is becoming more common, and in many cases companies are firing skilled workers because the global economy enables them to outsource production to countries where labor is cheap.

What occupations are currently in demand by employers?

Below are the results of a 2014 survey by the Manpower Group. The survey identified ten occupations where employers feel there is a shortage of skilled workers (abilities):

1. Skilled manual workers
2. Engineers
3. Sales personnel
4. Manual workers
5. Managers
6. Technicians
7. Nursing staff
8. Hospitality staff – hotels and restaurants
9. Medical and paramedical staff
10. Drivers

An understanding of which occupations are in demand will help provide program participants with advice on choosing courses of study, vocational training or employment.

Sources of information about in-demand occupations in the Israeli economy	
Surveys and research	
www.cbs.gov.il/	Central Bureau of Statistics: survey of business trends
www.industry.org.il/	Manufacturers' Association of Israel: surveys, trends, forecasts
www.economy.gov.il/	Ministry of Economy: tools and databases
http://ovdim.gov.il/	Ministry of Economy: rating of work, 2013

www.boi.org.il/	Bank of Israel: welfare policy and the labor market
www.manpower.co.il/	Manpower Group: survey of employers' expectations of changes in employment
www.alljobs.co.il/	AllJobs: job vacancy database
	Other Media: The Marker, Calcalist, Ynet

Advanced Tools for Employer Relations

What is Next?

Employer relations continually broaden and deepen over time. The Employer Relations Coordinator must foster and manage new and old relationships with employers to best meet their needs. Additionally, coordinators must stay abreast of trends, new opportunities, and the range of services that the employment program offers to employers.

The future “Tools Collection” of advanced tools available to all employer relations professionals, and will include:

1. Development of regional initiatives with employers and for employers.
2. Project management
3. Team motivation
4. Client file management
5. Employer satisfaction evaluation
6. Development of advanced employer services

Advanced employer services offered by the employment program:

1. Education about the population and its culture (e.g. site visits to Druze villages)
2. Culturally adapted screening tools (CAD – Culturally Adapted Diagnosis)
3. Introducing populations to job screening process
4. Adapting marketing moves and job adverts for specific communities
5. Culturally adapted training and mentoring resources
6. Employer assistance in the screening/recruitment/advancement processes
7. Diversity in HR and diversity management workshops

8. Access to the Ministry of Economy's tools and benefits for employers.
9. Professional training and development
10. Career ladders

Glossary of Terms

Employment Coach	General name for professionals who work with participants in employment programs. Employment coaches hold a variety of roles including individual or group assistance, developing contacts with employers and/or community work. In other organizations, they have names such as placement coordinators, career facilitators, and employment trainers.
Employer Relations Coordinator	An Employment Relations Coordinator works in the area of employer relations at a local employment center or program. He or she initiates, creates, builds, links and maintains work relations and mutual trust with employers as a means for placing program participants from a range of backgrounds in suitable employment.
Individual Coordinator	The Individual Coordinator is an employment coach who works in a local employment center. He or she receives participants and prepares them for employment individually and/or in groups.
Participant	A person who contacts a local employment center or program in order to find work. The individual attends at least three work preparation meetings and is registered on the Talent software (SPOT).
Pool of participants	People who come to employment programs and are recorded on the Talent software (SPOT)
Employer	Person, business or organization that employs one or more people. This legal entity must pay National Insurance and deduct mandatory payments (income tax, national insurance and health tax) from the wages of its employees. In the context of this booklet, we use the term employer also to describe a senior manager in an organization, though not necessarily its owner.

Job, Position	Demand for workers, for criteria defined by the employer.
Talent – SPOT	Software used by JDC-TEVET's employment programs as a tool for recording, documenting and monitoring participants, jobs and placements.
Local Employment Center	A center that provides employment guidance and assistance for the local population.
Demand for Jobs	The number of employees required by employers. If the number of employees is larger than the number of available employees, demand for work rises.
Supply of Jobs	The number of available employees relative to the available number of jobs. If the number of employed is larger than the number of jobs available, then the supply of jobs increases.

Footnotes

1. The insights and examples of marketing phone calls to employers are based on a study day under the guidance of Noam Almog
2. Carlinsky, 2007
3. Fictitious names and program name
4. Based on the Guide for Employment Facilitators from Public/ Private Ventures, 2005: www.ppv.org.
5. The insights on retaining customers and employers given here are based on knowledge acquired during meetings and at a lecture by Assaf Shalev, CEO of Fritz Companies. We thank him for sharing his knowledge.
6. Pent-Peleg, 2010.
7. From the course on "Employment Tendencies" led by Nimrod Blich, specialist in employment psychology.
8. Adapted from the booklet: Multi-culturalism in Organizations – Principles of the inter-cultural idea and move to culturally fair screen, Kav Mashve, series on equality of opportunity in business: www.kavmashve.org.il
9. Findling, 2012
10. Manala, Calcalist, 31.08.2014.

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Appendix: JDC-TEVET Employment Programs Mentioned in this Booklet

Ma'avarim (Transitions): Operates in the rural sector as a response to the communal socioeconomic crisis that affected many residents of regional councils in outlying areas with high unemployment and low employability. The program addresses this need with an integrated regional infrastructure in the field of employment, individual employment services, and community work opportunities.

Chen: Intended for young Haredi women, Chen works within the Beit Yaakov religious girls' seminaries. It represents a historic move that is changing the character of Beit Yaakov – from an institution engaged exclusively in training for education, to a professional, semi-academic institution with a technological emphasis while retaining the educational character of the Haredi sector.

Mafte'ach – Employment placement and guidance centers for the Haredi population.

Career Advancement – An initiative for developing broad knowledge and services for the advancement of low income participants in the JDC-TEVET employment programs, and training of partners and professionals.

STRIVE Israel - A route to integration in employment for youngsters cut off from the world of work, adapted from the STRIVE International model. It prepares people for economic independence and career development by giving them tools to realize their personal and professional potential.

Ramp Up – Increasing workforce participation amongst young people with disabilities through integration services.

Israeli Forum for Diversity in Employment – Promotes diverse and inclusive employment among employers by education about the economic value and social necessity of a diverse staff.

“It Works” Coalition – Promotes employment of people with disabilities in the private sector, improves the dialogue between business, public and social organizations, and develops tools and knowledge for employers who are interested in examining the option of employing people with disabilities. Partners include Aroma, Bank Hapoalim, JDC-TEVET- Joint Israel, the Ministry of Economy, Zionism 2000 and the Fishman Group.

Abstract

Introduction

One of the greatest challenges facing Israeli society is job placement for underrepresented populations in the work force. These distinctive groups require direction and assistance to integrate into the changing and developing labor market. A variety of employment programs are available to help people earn a living and escape the cycle of poverty.

This booklet provides employment program professionals with knowledge and tools that are specific, accessible, and applicable to their work with relation to employers. It incorporates the basic tools needed by professionals in the employment field, particularly employer outreach coordinators. Furthermore, it defines work principles and methodologies and offers a broad range of examples from the field. Chapter 1 addresses employer outreach coordinators by offering a model for the position and its primary responsibilities. Chapter 2 focuses on the involvement of employers in the programs. Chapter 3 shares details and examples of work tools for employer relations coordinators, including some advanced tools utilized in employer outreach. A follow up booklet with guidelines and new tools for employers is currently in development.

All content was based on the wealth of field experience gained through JDC-TEVET's operating programs. Relevant knowledge was collected by the Knowledge Development and Training Department through evaluations with managers, employment directors, and employment outreach coordinators over the past decade, and adapted for the needs of JDC staff and participants.

Due to the differences between individual employment populations and their respective target populations, it is recommended that all readers adapt the knowledge and information presented here in a culturally sensitive and appropriate manner.

This booklet is based on the wealth of field experience gained through JDC-TEVET's operating programs. Relevant knowledge was collected by the Knowledge Development and Training Department through evaluations with managers, employment directors, and employment

outreach coordinators over the past decade, and adapted for the needs of JDC staff and participants. Due to the differences between individual employment programs and their respective target populations, it is recommended that all readers adapt the knowledge and information presented here in a culturally sensitive and appropriate manner.

This booklet is intended to supplement, not replace, participation in vocational courses, professional development, and mentoring.

The booklet caters to all professionals in the field of employer outreach. The tools will also certainly be beneficial to both employment program managers and to policy makers in planning and running related programs.

We are grateful to the employment program professionals and our partners in the business sector that have collaborated with us in developing and adapting these materials for the field.