

Effective Proposals to Employers- Transcript

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Lynda Leach, Facilitator: Welcome everyone today to the monthly RSA Region V CRP-RCEP teleconference. We're lucky to have Rick McAllister back with us. Last month he talked about "Communication with the Employer." Today he is going to be talking about "Effective Proposals to Employers." Rick if you are ready, let's get started.

Rick McAllister: Alright great! Thank you. Good afternoon! As we talked last time, I'm going to do a quick review so that we catch people up to the place where we left last time. That's really where I want to pick up again and make sure we're talking through the process. Last time we talked about the customer groups, the employer, the funding source, and the consumer. We said that "consumer" is not a term we may or may not be comfortable with. I use "consumer" because they pay for our services. All three of our customers, the consumer, the employer, and the funding agent want the same thing—a quality job match. In fact, the definition of a quality job match is that all three of your customers' needs are met.

In doing that we led to the concept that there were a number of ways we could break down job development, but a four stage breakout made the most sense. We talked about the four stages—the initial contact, relationship building, the proposal, and service after the match. We spent the first session of these three sessions talking about leading up to the initial contact. This session is going to focus primarily on building the relationship and the proposal. The last session is going to be a lot more about the supports around job development and service after the match.

In talking about the initial contact, we actually got up to the very first thing that we say to an employer. We talked about the fact that there are four doors into an employer. They are consumer formal, consumer informal, staff formal, and staff informal. I'm just going to quickly review each of those. They are pertinent to what we are talking about when we talk about the proposal. The networks—formal consumer door and avenue into an employer is where you might do applications, resumes, job fairs in

some cases. That would be that door. Now, not all of these doors are going to be opened or unlocked at the same rate. The point of talking about the four doors is to realize that you want to use all four doors into the employer. Again, that's one door in. I'll talk later about the strengths and weaknesses of that door. Consumer formal are friends, family, neighbors, places a person would do business, or organizations they may belong to. The third door is staff formal. That might traditionally have been called "job development agency"—things like "cold calls," initial contacts with the employers, business-to-business networking. Staff informal—personal relationships, places we do business, neighbors, people we know, any relationship we have.

We talked about how there are four doors into an employer and we want to make sure we use all four doors. Some of the doors are going to be open much more often than others. We can assume that the door that is open most is the staff informal. In job development we talked about it's not what you know, it's who you know. The next door that's open that we don't use adequately is consumer informal for the very same reasons. Relationships are a way to get a person interviewed. The third most effective manner would be staff formal, which are things like cold calls. The least effective—applications and resumes. We talked about that last time. The reason those four doors are important is that they are the initial contact with the employer. When we walk into the employer's office and say what we have to say in order to start building a relationship, one of two things happens. We either get to build on everything we said or we spend all of our time trying to recover from what we said.

We talked last time about once you walk through the door the first thing you'll say to an employer might be, "My name is Rick McAllister. I work for such-and-such, an employment training agency here in the area. It's very important that I understand your employment and training needs so I can better prepare the people I work with to be good candidates in the job market." We talked about how that was a pretty effective way to reach the employer—speaking in a language they knew or providing something that they wanted from us. In essence, we talked about what is in it for the employer. This is a nice initial contact. I hope some of you had a chance to go out and try that a little bit. If you haven't, I would strongly recommend that you should. I don't guarantee many things in these types of sessions, but I do guarantee if you try that approach a few times you'll be hard pressed to find an approach that works much better. I'll say it again, "My name is Rick McAllister. I work for such-and-such. It's very important that I understand your employment and training needs so I can better prepare the people I work with to be good candidates in the job market." That's the first part of the initial contact.

From that point forward would then be starting to handle the questions. The questions are going to be a variety of different questions on a variety of different topics. We want to be sure that we are managing this conversation. By saying what we did in the first part, we actually answered the two magic questions that happen when you walk through the door of an employer. When you walk through the door with somebody or you knock on the door, the two questions that come into the person's head are, "Who are you?" and "What do you want?" Those two questions are being answered by that statement. So after that initial contact statement with the employer, some very basic things are going to happen.

One of the things the employer is going to ask you is, "How much do you charge?" This is an interesting question for a lot of people because they like to start talking about grants, work from the state, how we're federally funded, we're paid for by the state dollars, etc. The reality is that the employer is really asking, "Which type of an employment service are you?" You have already said you are an employment

service. Are you the type that is funded by the employer? Traditionally that is called a “head-hunter” type of agency. Are you a hybrid who is paid by both the employer and the person seeking the job? That’s much more common now. Are you actually paid for by fees through the person? A lot of people get very confused about that because they say, “We’re none of the three.” Actually we are—we’re the ones paid by service fees. Somebody may pay on that person’s behalf, but we’re service-based organizations. The answer to that question—there is no cost to the employer. The employer is going to be expecting that there is some way that you are funded so he/she is going to say, “How does that work?” in which case that would be employee fees.

The other question that comes up right at that point with the employer is, “Do you work with people with disabilities?” There is a whole field of thought here for people saying, “No, we don’t” or “Yes, we do.” If you are asked directly, “Do you work with people with disabilities?” the answer is absolutely “Yes.” The problem is that is where we stop. A lot of people want to go on after that. If I say to you, “Do you work with people with disabilities?” the answer is “Yes!” Where we get in trouble is when we talk about the kinds of disabilities. Then we end up doing the very thing that we complain employers do which is stigmatizing people by grouping them into a group of diagnostic terms. The reality is that if we say, “Yes,” the person is then able to ask us, “Well, what kind of disabilities?” That’s when it might be important for us not to say something like, “We serve all types, would you like someone less severely..more severely?” I like to take a more basic stance on that. I like to talk about whenever we are in trouble with the employer the right answer is always job match. If an employer said to me, “You work with people with disabilities, I would say, “Yes, I do.” If they said to me, “What kind?” I would say, “Well, that really depends on the job, we haven’t really talked about any jobs and who the person would be for the job. When I knew who the person was I could tell you the issues relative to the job. I’d be glad to share that with you at any point.” That’s the right answer. I don’t know who is going to work there, and it’s premature for me to be determining who actually is going to be employed at that site. I haven’t even seen the job yet!

That leads to another issue. A lot of people are matching people to jobs when they have never seen the job. How could we possibly ask them to do a job where we’ve never seen the job? A lot of people say, “I know that job.” Somebody could be very successful at one job with the same title, job description, and competency list, but go to another job site with the same title, job description, and competency list and fail miserably. The difference between the two employment sites are the culture and the way the business is done.

What we really need to do is be able to see that job site. We’re going to talk about how that comes up in the initial contact and then in the relationship building, and ultimately the proposal. We’re trying to get to the point with the employer where we are continually telling the employer who we are in the job-match business. As soon as we start selling ourselves as an agency or a program, we are going to struggle with employers because they continually report that the one thing they do not want to do business with is a program. I keep hearing people tell me, “I didn’t sell myself as a program.” When you talk to the employer and they say things like, “I’m going to have to take that up to corporate.” We’ve worked with programs like yours before and no matter what we think we’re sending, the message that goes back to the employer we’re selling as a program. The whole point of what we said earlier in the initial contact, “My name is Rick McAllister. It’s very important that I understand your employment and training needs so I can better prepare the people I work with to be good candidates in

the job market” says that we’re not in the business of selling our program, we’re in the business of selling job matches. We would say, “Yes, we work with people with disabilities, then we say job match.” Some people say, “That feels like to me that I’m hiding something.” I can’t help that it feels that way, but if you really think about it you’re really not hiding anything. Many of you would not be able to throw a fastball 90 mph, you don’t have a good knuckleball, you don’t have a great curve or change-up, and are profoundly disabled as major league pitchers. So if I had an employer that was looking for a major league pitcher would I say that I have all these candidates and I have profoundly disabled Rick who can’t do that? That’s ridiculous, I would never say that. That’s actually the point of what we’re saying. There is no reason for us to talk about people who are not candidates for a specific job and there is no reason for us to generalize disabilities.

I frequently hear people say, “Well, it’s a perfect opportunity to educate the employer about disabilities.” Well, I think it’s very important to educate employers about disabilities, but can you educate an employer about long-term mental illnesses, acquired brain injuries, and developmental disabilities in 15 minutes? Can you do it in twenty? How about in an hour? A week? How about a semester? The best way to educate an employer about disabilities is get to the point of job match where you talk about the abilities of a person to do the job and the accommodations that would be necessary for them to be successful for doing that. That’s what we all want. The initial contact gets us there and we answer the basic questions.

To be honest with you, once we get through those three humps, we’re over the hard part of job developing. We’re over the part that is stressful for job coaches and job developers when they go out. We’re afraid of rejection and also desperately afraid that the person can’t do the job. If we’re not effectively job developing using a process that includes job matching, we should be very afraid that the person can’t do the job. If we’re effectively job matching that takes that off the tables. Those two questions—how much do you charge and do you work with people who have disabilities? The answer is, “Yes!” Go on, answer the question, then we now have control of the conversation because the employer is going to say, “Okay, understand”. Some people say, “Well, I have employers who continue to dwell on that.” If you do, it’s better to take it on directly. The reality is when you use that approach, the number of employers who continue to pursue that issue is very low.

Frequently, you hear people say, “Why would an employer hire somebody who needs accommodations when they can hire somebody who doesn’t?” I’m always concerned when I hear that because I know one of two things. I would ask you who all did you have that worked for you who didn’t need accommodations? I also suspect that that person might not be very attentive to their co-workers because I would ask you who of all your co-workers do not need any accommodations on the job? Accommodation is a part of work. You are looking for a match. So again, we’re much more in tune to it than employers. Do you work with people who have disabilities? Yes! Answer with a job match response. How much do you charge? We’re at no cost to the employer, we’re paid from client fees. I think you are going to find that those three components—initial statement, and those two answers are going to get you very far.

The next question I like to ask an employer, “What are you looking for in a quality candidate?” In my first statement I had said that’s why I’m there, now it’s time for me to ask that question. Most employers are pretty much going to answer the same thing which is that they want somebody who

matches the job. They are going to say that in a lot of different ways, but that's realistically what they are looking for. I think that over time when you start doing this, on a number of occasions you are going to find that you're really looking to interview the employer. I feel like when I'm pretty good at job developing I'm interviewing the employer. So when you ask what they are looking for in a quality candidate, you are going to hear "job match" in a number of different flavors.

Then what I like to follow up with is after they answer that, "Where are you getting those folks right now?" That's going to tell us a whole lot about the employer. If they say, "I'm getting them all from the vocational technical placement office." Where is our next visit? Right there! Because they got something going on. You're going to find that you're going to primarily get three different types of responses from employers. The three things are that they either do them from external postings, which is a very low success rate, they are going to do them from internal referrals, which is probably the most successful. They may do some combination of both, which is probably the higher probability than most employers use. So what we're going to do is we're going to hear them tell us that they are using those three sources.

That provides an entrée for you to ask them the next question which is, "What makes that approach very strong for you?" We're going to hear their perspective on those three approaches and we're also going to hear all of their needs. If we hear their needs by asking that question, what do you think is really strong about that? Then following up with what could be better. We're going to find that when you ask what can make it better, there is going to be consistency with the employers such as—I would like someone who is better prepared, knows my job, understands what I'm looking for, and has a better handle on what I'm looking for. Again, what the employer is saying to you is, "I'm looking for the job match." They are going to say that, we just have to make sure we're listening.

The next question that I like to ask the employer is, "When you hire somebody new, how do you do the training?" They are going to say any number of ways and this tells us their capacity to support a new employee. If they have a standardized process and they certify trainers that's a stronger training process. Again, we're starting to understand the culture of the employer just within the next few minutes. This whole meeting right now is still within our ten minute parameter. We ask these questions and then we write the answers down in the employer file, and then I always ask to come back and look at a job.

If you have ever had high-end sales training, you know you close on a high-end sale, which is what job match is after multiple contacts. A high percentage of sales are actually made after the initial contact. I actually want to increase my time with employers without taking more of their time by multiplying the number of contacts. Contacts come in three flavors—in person, by telephone, and by "writing." I would call e-mail in writing. Each time we have a contact with the employer we are enhancing our relationship. We want to make sure that we're not overburdening them with multiple contacts. We want to make sure we're balancing that. I always like to ask to come back to see the job.

There are two reasons I like to ask to come back to the job. One is that I like to make my second contact with the employer to demonstrate reliability and consistency. I also want to make sure I get linked up to the right person. Frequently when I make this initial contact with the employer, I may be talking to an owner, a senior manager, an HR person. What I want to do is I want to actually contact the direct-line supervisor. Next, "Look, this has been very nice. I appreciate your information, but as

you know job descriptions aren't all they are cracked up to be. I have this tool that I use called the *Job Skills Inventory*. It is tool that allows you to do a pretty thorough assessment of the job flow in about 20-30 minutes. Some jobs are less, some jobs are longer depending on the complexity of them. Some people say, "Well how long to do I look at a job?" Well, however long it takes you to fill out the *Job Skills Inventory*.

What I say to the employer is, "Job descriptions aren't all they are cracked up to be, if you let me come in and take a look at your job, I'll fill out this form and give you a copy of it at no cost." Very few employers are resistant to that. Most employers understand you can't know a job if you've never seen it? They are very turned off at the beginning when you say, "I have somebody to do your job," and they ask if you've ever seen it and you say "no." Why wouldn't they let you look at the job? Unless there is something substantial or something to hide, most employers are going to let you look at the job, especially if you are willing to do an assessment.

I also ask to be linked to the supervisor in the department because I want to get a picture from them of what it's like and also who I want to build my relationship with. If upper management says "Yes," but direct line supervisor says "No," this is not going to work. I need to know with whom I'm building my relationship. I ask a third time, I say look, "I really won't take them away from the job a lot, I just need them to show me what's going on and I'll watch the job." Watching the job allows me to fill out the *Job Skills Inventory*, it also allows me to start building a relationship with the supervisor. I go in, I watch the job, I complete the *Job Skills Inventory*, I say "thank you very much," and I leave. That's my second contact and I'm now looking at the job. I now leave the job and walk away.

I take the *Job Skills Inventory* back to my office, and one of three things happen. I look at it and determine that I have no candidates who would be even close to the job, in which case I clean up the *Job Skills Inventory* and I put it in an envelope, thanking the employer and I mail it back saying, "Thank you very much, here is the *Job Skills Inventory* I promised you." If you do that with an employer and then a short time later you ask to look at another job, there is a high probability that they will let you look at another job because that was painless enough. You looked at the job and you gave them the report. They also understand that you're not trying to jam someone down their throat. You said, "I don't have a relationship at this time that meets your needs, and here is the *Job Skills Inventory* that I promised you."

The second thing that could happen is I think I might have somebody for the job. We've done skills, abilities, and desires of the person and we have a profile of that. I do a comparative analysis between the job and the person. I determine whether this is in fact a match and make some decision on how I'm going to propose that to the employer. The third scenario is that I'm very sure that I have somebody who would be a good match. Again, I do a very comprehensive analysis of the person and the job and I actually delineate each element of the job that I believe the person can do, noting any issues. I'm going to go over that in a second—the gap analysis. Then I would actually call the employer back and make the initial proposal. I'm going to talk in a minute about what the proposal needs to look like. Once we send a nice letter back to the employer, the other requires more research, and the third requires that I'm not ready to make the proposal.

Let's talk about a quality proposal and then let's talk about the details of what went into that analysis. I'm going to give you two proposals and I want you to think about which one makes sense and which one doesn't make sense. First one—"My name is Rick McCallister, I looked at your job. I have this process of supported employment where we come in and match a person to a job and we make sure that the person matches and we'll provide job coaching to make it work." That's one proposal, a very extreme proposal. Here is another proposal and one that I think makes more sense—"I've looked at your job and I have this person who I really think would be jazzed about doing the job, but here are the type of supports we need in order to pull it off." That is where I'm actually going to talk about the elements of support that person would need relative to that job.

A lot of people say, "Well, that is scary because the employer might say "No." Yes, but this is where I want to know if the employer is going to say "No." If they are not willing to provide the support, I don't need to go any further. The employer is not willing to do that. Some of this relies on my ability to read the employer. I have a person who is going to need more support in order to be successful in the job. I'm going to present them to the employer who is flexible. Now, if I present them to the rigid employer, that's a set-up for both the employer and the person. My job is to make sure that I understand the culture of the employer. My proposal is going to be specifically based on a particular person and their ability to contribute and participate in a job. That's a good proposal.

Let's back track a little bit. Let's talk about how we build that proposal. If you're looking at the materials, go down to the gap analysis (age 11.) Let's talk about a gap analysis and do one together. If you were to take a blank piece of paper and draw three lines making four columns, on the top of the first column we would write "Job," and I would write "Job expectations" or "Job Demand." On the second column I would actually write, "Person" and I would write "Status." This leaves the third and fourth columns open. What I would do is look at the analysis of the job I completed when I went in.

Let's pick a topic we'd all understand. Let's assume that the job required telling time to the minute. I would write that the job required telling time to the minutes and then for the person status I wouldn't just write "could" or "couldn't", if they could tell time to the minutes, I wouldn't have had to write anything, but if they cannot, I may have to write their status. If a person tells time to the time of day activities or they have no conceptualization of time at all, those are very different tasks. What I'm trying to do is be ready to propose to the employer the appropriate accommodations that person needs to be successful. If the job requires telling time to the minute, let's take a person who tells time to the hour. I would write under it, "telling time to the hour." You see how apparent the gap is. The gap is the gap between the demand of the job and the status of the person—how big of a bridge is needed. A proposal is about the bridge.

So then what I do is look at the gap and then I need to go to the third column on my page, which is called "Intervention." Interventions come in three flavors—modifications, restructuring, and training. A modification is where you give a person a tool or jig or you physically modify the environment. Can anybody think of any modifications for telling time to the minute? When you do that you think of things like alarms, talking clock, color-coated faces of clocks, some sort of a buzzer. Those are all examples of job modifications. The first question that would come up is, "Which one is the right one?" The correct intervention is the one that meets the needs of the employer and the person. The magical

intersection between where it meets both the needs of the employer and the needs of the person. If one of those choices was good, I might pick that job modification selection.

If not, then I might look at the next family of intervention and that would be “Job Restructuring.” Job restructuring is where I add a task, delete a task, change sequence of tasks, or change the rules. Now, there are any number of variations of that. For instance, let me give you an example of job modifications before I change the rules. I change telling time at the job to where it could be told to the hour. That may or may not work for the employer. I listen to them, they tell time for me. That’s an example of a job restructuring. If one of those interventions would be effective, it meets both the needs of the employer and I would select that and put it in my intervention box. The third option is training. We frequently resort to training really quickly, but training actually has some holes in it. The reality is the training is highly staff intensive and it’s least permanent. People say, “What do you mean it’s the least permanent?” How many of you ever took a foreign language in high school? The reality is that training has some holes in it. It may be the best choice, but if I had a person who has been in a special education program for 25 years of their life and they have not learned to tell time, I may not be able to teach it in 2-3 weeks on the job site in most cases. So the reality is that training is not an effective intervention. I may or may not choose training.

If I do choose training I’m going to put what kind of training, how much training, and who is going to do the training in my box. I would select one or two choices from my intervention. I also recommend choosing two interventions. Then I do another column in my head that actually doesn’t show up on my gap analysis. That column is “Can we do it?” For each of those interventions that I selected I ask the questions, “Can we do it?” Who is the “we?”—the employer, the consumer, the community, myself, my agency, and all the resources. I want to see if we can do it as a whole. Now, for interventions, the last resort is, of course, us. We want the employer to try to do it first, but if not we would be the intervention of last resort. Remember that we don’t want to give up the resources too early because if we use them all with one person we have none left for the rest. Plus, we want to get the employer as engaged in supporting their employee as they can because that is what facilitates the most natural supports. Can we do it? We could say, “Yes, everybody is happy,” and we go onto the next discrepancy.

If the answer is “No,” we have to be careful because the purpose of the tool is not to screen people out of employment. I mean, I guess we could take this tool and make a good argument while none of us belong in our jobs, but that’s the purpose of the tool. The purpose of the tool is to actually facilitate a “Yes.” If I get a “No”, I call that a “Little no.” Then I go back and see if I could change and pick another intervention. If ultimately I eliminate all possible interventions then it becomes a big “No.” If it’s a big no, walk away. It is not a job match. Assuming that it’s a “Yes,” I move then to the next discrepancy. Many people say, “How many yes’s can you have?” There is an infinite number of “Yes’s.” The reality is that at some point you are going to run out of resources and they won’t be all “Yes’s.” If it’s that distant of a job match we probably missed on our initial screening.

If they are all “Yes’s,” then we’re ready to make the proposal to the employer. The three columns become the proposal to the employer. I can look at job expectations, person’s status, and the intervention. I can say to the employer, “I have looked at your job and I have this person who is having a little bit of difficulty telling time to the minute, they actually tell time to the hour, but at your site I believe

we can color coat the face of a clock on their wrist and they'll be successful" or "I believe we could have the person next to them telling time if that's not a problem for you because they'll listen." We may at that point have to negotiate the intervention, but now we're talking specifically about the needs of a person to the job. Those three columns then become the proposal. Also if the employer says "Yes" and then we propose it to the candidate and they say "Yes," those columns also then become our work plan. That becomes what we report on. The fourth column would be progress so that when actually provided the supports on the site and we're checking on it, we're able to provide feedback about the actual things that are going on.

If you said, "Okay, my job is to check a metal bridge for stress fractures." Well, if we place a person on a job it's very akin to checking the bridge for stress fractures. If we were checking a metal bridge for those stress fractures, people have welded them to fix them, and our job was to fix those welds, would we walk up and down the bridge and jump on the bridge while we check it? We could, but that wouldn't be very effective and as a car drove by go, "Hey, how'd it go?" The cars are all going to say "Great," until one of them drops off the bridge. What we would actually do is we could go down under and look at the cracks.

Unfortunately, what we do when we provide supports to people in jobs is that we call the employer and we say, "Hey, how's it going?" Then a week later the employer says, "Fantastic." Then a week later the employer calls us saying, "That person can't work here anymore." When we say, "What happened?" We don't understand where the cracks are. The cracks are each of those gaps and the effectiveness of the intervention. Progress is checking on how effective that intervention is and then when we provide follow up to check to see that that piece is moving forward. That also becomes a document which I always show an employer. When I give the employer the verbal proposal, I then follow it up with a written proposal.

We've covered the first three sections—the initial contact, the relationship building component, and now we've covered a format for the beginning of the proposal. Next time, I'm going to talk more about proposals and gap analysis. For right now I want to make sure we stop and allow for some questions. This would be a good time for us to open it up for some questions.

Lynda Leach, Facilitator: Alright Rick, that sounds good. I have not received any e-mail questions, so nothing to report there. Does anyone have a question for Rick today?

Caller: Yes, I have a question. I'm Ken from Detroit. Rick, we're from the Commission for the Blind. Usually if you mention that you're from an agency like that, you say "Blind," a red flag goes up by the employer. We could use "Department of Labor" or something like that. What would you say?

Rick McAllister: I would actually not recommend hiding that at all. I would say, "I'm Rick McAllister and I'm working with the Commission for the Blind. I'm their employment and training department and it's very important that we understand your employment needs." I might even say, "I know the term blind is frightening, but we're actually talking about employees who are ready and willing to go to work and not all manifestations of blind are the same." Then just ease right into the conversation. I would never hide that I worked with people with disabilities because I don't think we

have anything to hide. I just want to make sure we're selling job matches, not selling the disabilities. I understand exactly your question. Be prepared to say, "We're an employment training service and it's very important that I understand your employment training services so I can better prepare the people I work with to be good candidates in the job market." Even if we say something like, "I can't see a blind person working here" I would say something along the lines of, "I couldn't either if they couldn't do the job." I just want to make sure that we're always saying to people, "job match, job match, job match." So, the reality is just a focus on that. Yes, some employers are going to be turned off by that, but by the same token they are turned off by it, it's probably not a good job match. That's a very good question. Ok?

Caller: Yes you did. Great!

Lynda Leach, Facilitator: Good, are there any other questions for Rick today? Rick, would you give your e-mail address again for those who might have a question after we hang up today.

Rick McAllister: Sure, my e-mail address is mcallinc@aol.com.

Lynda Leach, Facilitator: Are there any other questions right now?

Caller: I hope I can ask this in a simple way. I go to an employer and I say I'm working for Gateway and they have no clue about the organization. When I tell them I'm trying to help people who have disabilities get jobs, sometimes they stop listening.

Rick McAllister: I'm not sure I would say that. I would say, "I'm with Gateway and I'm with their employment and training department." Again, this sounds harsh but employers don't hire people with disabilities, they hire people who can do the job. As soon as you say your job is to help people with disabilities get a job, again, why would we have to focus on that? The fact that they have a disability is true, but the right match for the job, that is not as big of a deal. You have to be careful because the approach that you started with is almost selling the program with is exactly what you don't want to do.

Caller: Right, so I'm in employment, how did you word it?

Rick McAllister: I might say I'm with Gateway and I'm with their employment and training department. If you are getting people jobs that's the part of gateway that you work with. So, "I'm with Gateway, I'm with their employment and training department here in the area, and it's very important that I understand your employment and training needs so I can better prepare the people I'm working with to be better job candidates."

Caller: Thank you so much.

Lynda Leach, Facilitator: Well Rick, this has been another great presentation for us and I'm glad you're going to do one more for us. On August 26th. *Extended Networking Strategies and Service after the Match*. I think that's it for today. Thank you so much for being on! We really appreciate it and we'll talk to you next month. Thanks, Rick!