

The Center on Knowledge Translation for Employment Research (KTER), housed at the American Institutes for Research, presents

Business Outreach Training

Module 4: Responding to Challenges and Tracking Success



From Research to Practice

Research

Responding to challenges *and* tracking success

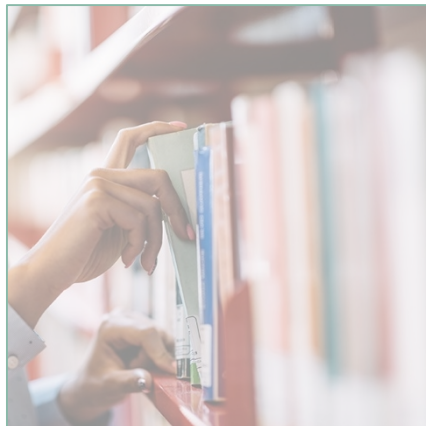
- Studies from academic and practice settings
- Case studies



From Research to Practice (Cont'd)

Research

- Studies from academic and practice settings
- Case studies



Practice

Responding to challenges *and* tracking success

- Experience from the field
- Context to create a balanced perspective



Responding to Challenges and Tracking Success

Research

Research: Internal Challenges

Challenges:



- Lack of time to engage with businesses¹
 - Vocational rehabilitation (VR) professionals spend 21% of their time with businesses.¹
 - Businesses are concerned about the lack of contact.²
 - High or intense caseload³
- Need more knowledge, experience, or skills.^{1,3}
 - Lack of interactions with businesses leads to less confidence in interacting with them.³

Research: Internal Challenges (Cont'd)

Recommendations:



- Use strategic approach to managing caseloads.³
- Administrators and supervisors should consider impact of caseload size and intensity on building business relationships.³
- Get more training on building business relationships.^{1,4,5}
 - e.g., these modules
- “Practice makes perfect!”³

Research: External Challenges

Challenges:



- Businesses may not understand the cost benefits of using VR services.⁶
 - Businesses may assume hiring a person with a disability is too risky.⁷
- Businesses may not understand how people with disabilities contribute.⁸
 - Businesses need to see how they can be a viable part of the workforce and how VR can help maximize this opportunity.⁸

Research: External Challenges (Cont'd)

Recommendations:



- Make the case:
 - People with disabilities represent an untapped labor pool.⁹
 - Can improve the business' brand reputation.⁹
- Provide consultation:
 - Add value and create demand for people with disabilities.⁸
 - Meet the needs of businesses and candidates.⁸
 - Guide less experienced businesses, small businesses, and those with limited financial resources.¹⁰

Research: Tracking Success



- Provide regular follow-up to help track and maintain the relationship.^{7,10,11}
 - Ensure ongoing support.^{10,12}
 - Make frequent phone calls.¹³
 - Be responsive to requests.¹¹
 - Ask about your candidates.¹¹
 - Encourage trust and openness.^{10,11}

Research: Tracking Success (Cont'd)



- Collect and use data to track progress.¹⁴
 - Labor market indicators
 - Outcomes of business-VR partnerships
 - Customer satisfaction data
- Take advantage of existing tools.¹⁴
 - Explore VR tracking tips:
explorevr.org/toolkits/business-engagement/information-management
 - » Tools (e.g., OR Commission for the Blind)
 - » Data brief¹⁵:
[https://www.explorevr.org/sites/explorevr.org/files/files/RVR12_F%20\(1\).pdf](https://www.explorevr.org/sites/explorevr.org/files/files/RVR12_F%20(1).pdf)

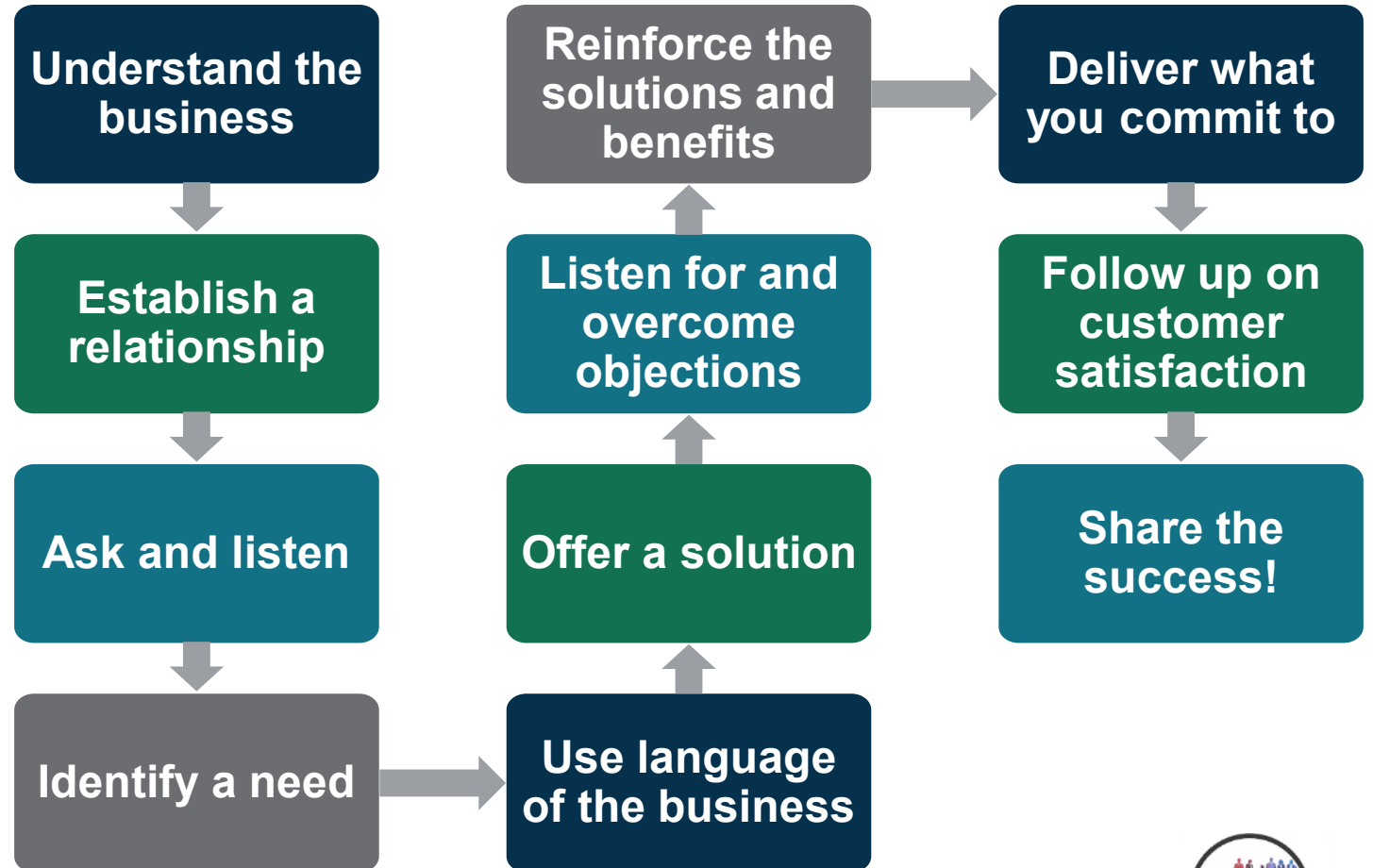
Responding to Challenges and Tracking Success

Practice

Practice: Strategies

- Use these strategies for business outreach to maximize effectiveness.

Strategies for Business Outreach



Practice: Strategies (Cont'd)

- In this module, we will review the following strategies:
 - Offer a solution
 - Listen for and overcome objections
 - Reinforce the solutions and benefits
 - Deliver what you commit to
 - Follow up on customer satisfaction
 - Share the success



Practice: Responding to Challenges

- Listen and establish trust.
- Avoid chastising or taking a “legal defense” approach.
- Brainstorm and problem-solve to develop solutions.
 - Identify barriers.
- Find champions!
 - Hint: not just in Human Resources



Practice: Responding to Challenges (Cont'd)

- Share examples.
- Engage experts.
- Promote the benefits to the business.
- Share ROI stories.
 - Maximize utility of government programs.



Practice: Tracking Success

- Stay in touch.
 - Schedule regular follow-up meetings.
 - Ensure an ongoing relationship.
- Provide support.
 - Build the relationship over time.
 - Remember the business is a customer.



Practice: Tracking Success (Cont'd)

- Market the success.
 - Thank your connections and notify management.
 - Offer public recognition.
- Measure the success.
 - Consider the time needed to build a relationship.
 - What services are you rendering, and how should you measure them?
 - » Indicator 6
 - » Section 418 (Workforce Innovation and Opportunity Act)



Responding to Challenges and Tracking Success

Conclusion

Summary



- **Research insights on...**
 - Internal challenges (e.g., lack of time)
 - External challenges (e.g., conveying cost benefits)
 - Follow-up strategies (e.g., frequent phone calls)
- **Practical steps for...**
 - Responding to challenges (e.g., identifying barriers)
 - Tracking success (e.g., measuring outcomes)

Congratulations!

You have completed this training course!!!


Certificate of Completion

- Successfully complete the learning check, and you will receive a certificate of completion.



Additional Resources



 [Welcome and Overview](#)

(PDF) Welcome and Overview 508 compliant slides.

 [Transcript of Welcome and Overview](#)

 [Additional Resources](#)

- Find the **Additional Resources** sheet in the **Overview** section of the learning management system.

References

- 1 McDonnall, M. C. (2017). Working with business: Counselor expectations, actions, and challenges. *Rehabilitation Research, Policy, and Education*, 2(2017), 135–145.
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- 4 Scorzelli, J. F. (1995). The use of a job task analysis in assessing the perceptions of human resource managers on the role of the rehabilitation counselor in industry. *Journal of Applied Rehabilitation Counseling*, 26(1), 47–50.
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- ⁷ Stensrud, R. (2007). Developing relationships with employers means considering the competitive business environment and the risks it produces. *Rehabilitation Counseling Bulletin*, 50(4), 226–237.
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- ¹² McDonnall, M. C., Crudden, A., & Zhou, L. (2013). Employer attitudes towards persons who are blind or visually impaired: Perspectives and recommendations from vocational rehabilitation personnel. *Journal of Rehabilitation*, 79(3), 17–24.

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- ¹⁴ Explore VR. (n.d.). Information management: What information/data needs to be collected and used? Retrieved from <https://www.explorevr.org/toolkits/business-engagement/information-management>
- ¹⁵ Mitchell, D., Jefferson, D., & Thelin, R. (2017). Vocational rehabilitation working with job-driven data: From business engagement to employment. *Review VR*, 12(2017), 1–6. Retrieved from [https://www.explorevr.org/sites/explorevr.org/files/files/RVR12_F%20\(1\).pdf](https://www.explorevr.org/sites/explorevr.org/files/files/RVR12_F%20(1).pdf)

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