GOODWILL® CAREERS IN TECHNOLOGY
GETTING STARTED:
EMPLOYER ENGAGEMENT TOOLKIT
# TABLE OF CONTENTS

About This Toolkit .................................................................................................................. 3

An Introductory Note to Guide Your Work ............................................................................ 4

How You Can Target Employers ......................................................................................... 4

Ways You Can Reach Out .................................................................................................... 7
  Existing Relationships ........................................................................................................ 8
  Local Chambers and Other Events .................................................................................... 10
  Cold Calling ......................................................................................................................... 12
  What to Say in Differing Phone-Call Situations ............................................................... 14

How and When to Follow Up ............................................................................................... 15

What To Do If Someone Says No ......................................................................................... 17

Staying on Track .................................................................................................................. 18
  The Importance of Tracking Your Efforts ........................................................................... 18

GII Resources ....................................................................................................................... 19
  Careers in Technology Talking Points .............................................................................. 20
  Careers in Retail Employer Flier ....................................................................................... 22
    Participant Recruitment Flier and Facebook Post .......................................................... 23
  Program One-Pager ............................................................................................................ 23
  Community Flier ................................................................................................................ 24
  Employer One-Pager ........................................................................................................... 24
  Employer Postcards ........................................................................................................... 25
  Careers in Technology Implementing Partners ................................................................. 26

Sample Tracking Tools ....................................................................................................... 27
  Master Target List ............................................................................................................. 28
  Weekly Goals ..................................................................................................................... 29
  Weekly Progress ............................................................................................................... 30
  Monthly Chamber Events, Meetings and Job Fairs ............................................................ 31
  Feedback to GII Team on Overall Progress ....................................................................... 32
ABOUT THIS TOOLKIT

This toolkit was created to help you successfully market the Careers in Technology program to employers in your area. It is also designed to support you in doing the necessary follow-up to increase employer participation in the program.

With generous funding from the U.S. Department of Labor, the Careers in Technology program helps employers in the information technology (IT) industry find and retain talent.

If you have any questions about the tips and tools included here, please contact the Goodwill Industries International (GII) team at careersintechnology@goodwill.org.

What’s Included

The toolkit includes information on:

- How you can target employers in your area in person, by phone and online.
- How and when to follow up.
- What to do if someone says no.
- Tools to help you stay on track.
- Marketing and public relations (PR) resources to support your work.

How to Use the Toolkit

When you are approaching an employer about the Careers in Technology program:

- Use the talking points and marketing collateral provided to help you make the most effective case for employer engagement.

When you are trying to manage this program along with so many other responsibilities:

- Use the templates and tracking tools to keep this initiative from falling through the cracks in your daily activities.

When you make a placement, try something new, or learn a lesson:

- Use the feedback forms to share your successes and your insights with the other subgrantees and GII.

This toolkit is based on best practices in marketing and:

- Focuses on how the Careers in Technology program addresses employers’ needs.
- Provides specific tools and tracking documents for the process of employer engagement.
- Is intended as a guide that you can adapt to your specific local needs and circumstances.

The toolkit also documents the process you are using in the Careers in Technology initiative for possible use throughout the Goodwill network and beyond.

Throughout the examples included in the toolkit, you will see placeholders in the following format: [[insert information here]]. The brackets help those of you using screen readers to identify portions of the text that are customizable. When you create the final documents for your own use, remove the brackets and highlighting.
AN INTRODUCTORY NOTE TO GUIDE YOUR WORK

The key to success in marketing the Careers in Technology program to employers is to focus on employers’ needs first. They don’t need statistics about their own sector — they need to see how this program meets an immediate, practical need. They also need to see Goodwill as a top-tier training organization ideally suited to implementing it.

Since many of the employers you will speak with may not have an existing connection with Goodwill, focus on the concrete benefit the employer receives by participating. Remember, your role is to help the employer recognize the value of the Careers in Technology program. In this context, you are a salesperson for both the program and Goodwill. The tips and tools included here will help you see your work through a sales and marketing lens and develop the skill set you need to succeed.

HOW YOU CAN TARGET EMPLOYERS

1. **Use your existing relationships.** Make a list of your friends and colleagues in the IT sector. Then think about your professional colleagues in those industries as well as colleagues in IT-related trade associations or organizations of which you are a member, such as local workforce development boards. Talk with those contacts about Careers in Technology and ask for referrals to help build your target list of employers. (See Existing Relationships, page 8, for more information on ways to reach out to your existing contacts and maximize relationships with them.)

2. **Hold a meeting with your community college representatives and other local workforce development colleagues.** Discuss potential employer partners for the Careers in Technology program. Ask for help in identifying employers who are looking for certified IT professionals and would benefit from the Careers in Technology hiring opportunities. Ask colleagues if you can mention their names when you reach out. (See Existing Relationships, page 8, for more information and details on how to organize such a meeting.)

3. **Conduct online research.** Do a Google search for “careers in information technology in [[insert city]],”
“computer programmer jobs in [[insert city]],” “computer user support specialist jobs in [[insert city]],” and other related terms. Review the search results for companies to add to your target list.

4. Review labor market data from EMSI. Contact the GII team at careersintechnology@goodwill.org to access labor market reporting through Economic Modeling Specialists International (EMSI). EMSI is a company that aggregates more than 90 sources of labor market information and provides job posting analytics data. You will get a list of companies that are posting for specific types of jobs and see how frequently the companies are posting for the same job. That information will help you identify the positions — and corresponding skill sets — for which skilled candidates are most needed.

5. Conduct your own local labor market information research.

- The U.S. Bureau of Labor Statistics (BLS) provides a wealth of workforce information for the IT industry. Go to www.bls.gov, enter relevant terms in the search bar at the top of the page (see suggested terms in #3) and refine the results to your local area.

- On the Small Business Administration (SBA) website, www.sba.gov, click on the local assistance tab and enter your zip code for information on SBA district offices and other resources in your area.

- Explore Plunkett’s Computers, Software, Hardware & Technology Industry Almanac, which contains hundreds of top IT companies, statistics on the IT market, and more. The book can be purchased online for $350 at www.plunkettresearch.com/industries/computers-software-technology-market-research.


6. Set up a custom Google Alert. A Google Alert is an email update of the latest relevant Google search results based on a search query you enter. To set up a Google Alert, go to www.google.com/alerts and follow the step-by-step instructions (see the graphic on the next page).

- Identify potential target employers by querying “computer user support specialist jobs in [[insert city]],” “computer programmer jobs in [[insert city]],” or “technology training opportunities in [[insert city]].” The terms in #3 on the previous page may also be helpful.

- When you receive an email alert, research the company or companies to determine whether to add them to your target list.

- To learn more about the companies already on your target list and to give you additional information that will help you prepare your approach to them, query that company’s name.

A Note About Targets

If IT employers in your area are having a hard time finding talent, they’ll probably be interested in talking to you. If HR professionals are struggling to fill specific IT jobs, they’re more likely to take the time to talk about your new training program that can help fill their need. If, on the other hand, there is a surplus of IT talent in your region, it’s going to be harder to get employers to participate. Don’t be discouraged! Use the tips suggested here to develop a solid target list of potential employer partners.
Creating Google Alerts

2. Enter your search query (see suggested queries on previous page).
3. Click on the drop-down box to select how often you’d like to receive the results. Start by receiving them once a day.
4. Click on the drop-down boxes to select Sources, Language and Region.
5. Click on the drop-down box to select how many results. Start by receiving only the best results.
6. Enter your email address.
7. Click “Create Alert.”
7. **Check on LinkedIn.com for IT companies you might target.**

- Search "information technology companies," then, in the left-hand sidebar, click Companies, then Location, then Industry (select Information Technology for the most useful returns).

- You can also try searching "companies with an information technology department," following the same click set as above; many listings provide names of IT contacts.

- Look for IT groups you can join and mine for contacts, too.

When you find a strong potential contact, learn about the company before you make contact. What are their products or services? What is their latest news? Who are their officers? Do you know any employees (or anyone who knows a current employee) there?

It’s considered proper to contact a person found on LinkedIn by first saying how you found them, then move directly into your pitch. If you don’t get an answer right away, be patient. Some people receive many messages based on their LinkedIn profiles, and you don’t want to be viewed as a nuisance by repeatedly contacting them.

8. **Look around you!** Keep an eye out for job postings in your area, and ask your friends and family to do the same, to identify which local employers are hiring.

**WAYS YOU CAN REACH OUT**

There are three primary ways to reach out to employers:

1. Use your existing relationships.

2. Make contact through local chambers and other business associations.

3. Call or email businesses you have not contacted before. (See [Cold Calling], page 12.).

Your success rate with existing relationships or through local events will most likely be higher than with initial cold calls. However, cold calls can generate a significant amount of business. Make sure you spend some time every week on cold calling, and make it a regular part of your overall approach. (See [Cold Calling], page 12, for more information on why this is important and for tips on how and when to do it.)
EXISTING RELATIONSHIPS

1. **Start by listening.** Talk with your friends and colleagues who work in IT. Learn about their priorities and concerns and think about ways they could fit with the Careers in Technology program. For example:

   - If you’re talking with someone who is an IT recruiter, you might ask, “What’s the hardest thing for you when you’re trying to find people with the right qualifications for positions like computer programmer or computer user support specialist?” or “How important is it to you to find talented, skilled workers with industry-recognized certifications, such as CompTIA A+ or Microsoft-Certified Solutions Developer?”

   - If you’re talking with a friend who works in IT, you could ask, “What kinds of training would you need to get a promotion? Are those training opportunities available? If so, where?”

   - Listen to what friends and colleagues in IT are saying about their work. If they mention challenges or struggles relating to skills development or advancing to next-level jobs, those companies might be good targets to approach.

   - Remember, your goal is always to identify potential employer partners and bring them on board with the Careers in Technology program.

2. **Ask for referrals.** Tell your colleagues about your need to identify potential IT employer partners to approach, and ask for referrals to local businesses that should be added to your target list.

   - If they suggest a company, research it (see **How You Can Target Employers**, page 4) to see if you should add that employer to your target list.

   - If your colleague suggests contacting a specific person at a company, ask if you can use the colleague’s name when reaching out. Again, do your research before making contact.

   See additional tips about asking for referrals under **How and When to Follow Up**, page 15.

3. **Ask what industry trade or professional associations they are active in.** These can be good sources for engaging employers in the program. Connect with associations by attending a meeting or presenting at a program (See **Local Chambers and Other Events**, page 10).

4. **Connect with contacts outside of the IT industry.** Even friends and colleagues who don’t work in IT may have valuable suggestions for you. Talk with them about what you’re doing with this new program, and share your challenge of finding employer partners to participate. They may know someone in IT or an adjacent industry who might talk with you.

5. **Hold a meeting with your community college representatives and other local workforce development colleagues.** Discuss potential IT employer targets. Hold the meeting at Goodwill or at their site, whichever makes it easier for your colleagues to participate. There’s no set rule for how long the meeting should be, but research shows that productivity goes down in meetings lasting longer than 90 minutes. Tell the attendees how long the meeting will last, and keep the meeting to that length. This will show them you are respectful of their time, and it will help keep discussions on track during the meeting.
Base the invitation to your colleagues on your existing relationships with them, and take into account their current knowledge of your work. To help get their thinking started in advance of the meeting, attach the Careers in Technology one-pager to the invitation. See GII Resources.

- Sample email invitation text:
  “Greetings! You may have heard that Goodwill® has launched a new initiative, funded by the U.S. Department of Labor, to provide training and direction for jobseekers in the IT industry. One of our biggest challenges is finding employer partners to participate. Because of your expertise in workforce development, we would like to invite you to a meeting on [[insert day and date here]] to help us identify potential employer partners who might benefit from this innovative program. The meeting will be held at [[insert location]] from [[insert time]] to [[insert time]]. Please RSVP to [[insert name and contact information]]. We look forward to seeing you there.”

  Also include in the email a way to get their feedback, even if they are unable to attend the meeting:
  “If you aren’t able to join us, I welcome your suggestions concerning potential employer partners. I’d be happy to set up a time to talk with you at your convenience. Or, feel free to email your suggestions to me at [[insert your email address]].”

6. Ask employers to spread the word. Even in competitive markets, business people listen to other business people. Hearing about the Careers in Technology program from peers and colleagues can strongly reinforce what potential employers hear about it from you or other workforce development partners.

When you have a successful placement or a good relationship with an employer, ask if your contact there would be willing to talk to business colleagues about the program (offer additional copies of the Careers in Technology one-pager to the invitation; See GII Resources) and to let you know if any of them seems interested in learning more, so you can follow up.

Sample Email Invitation

Greetings!

You may have heard that Goodwill® has launched a new initiative, funded by the U.S. Department of Labor, to provide training and direction for jobseekers in the IT industry. One of our biggest challenges is finding employer partners to participate. Because of your expertise in workforce development, we would like to invite you to a meeting on [[insert day and date here]] to help us identify potential employer partners who might benefit from this innovative program. The meeting will be held at [[insert location]] from [[insert time]] to [[insert time]]. Please RSVP to [[insert name and contact information]]. We look forward to seeing you there.

“If you aren’t able to join us, I welcome your suggestions concerning potential employer partners. I’d be happy to set up a time to talk with you at your convenience. Or, feel free to email your suggestions to me at [[insert your email address]].”

Best regards,

[[insert your name and signature line]]
7. **Cultivate your relationships.** Your network is more valuable than you know. Once you’ve discussed the Careers in Technology program with a colleague, keep in touch without asking for anything. For example, share an article of interest, or compliment him or her on an advertising campaign.

There’s no set rule on how often to touch base. The important thing is to make sure you do so regularly, without always asking for something. Even if your contact does not have an employer partner to suggest or a need for the program today, you never know what the future will bring — especially if you stay in touch.

**LOCAL CHAMBERS AND OTHER EVENTS**

1. **Create a monthly calendar of local chamber meetings, trade association events and job fairs.**
   - Include events sponsored by local chambers of commerce, local chambers affiliated with specific ethnic groups (such as Hispanic chambers), and local economic development organizations.
   - If you are not already involved with your local economic development organization(s), go to the SBA website for a list with links to state-level economic development agencies: www.sba.gov/starting-business/learn-about-business-laws/contact-government-agency/economic-development-agencies.
   - For information on additional city, county or other local municipal-level economic development agencies and services, contact your local government office.
   - Include meetings and events hosted by national IT organizations that are taking place in your region, such as the Association for Computing Machinery (www.acm.org) and the Association of Information Technology Professionals (www.aitp.org).

2. **Make time in your schedule to attend these events.** Make it a goal to attend at least one every week. Before the event, review the marketing materials the organizers provide, and go online to get information about their past events. Contact the organizers to get a strong sense of who will be attending. Sometimes they can’t make a list of participants available in advance but can give you a sense of the types of people who are registered or who typically attend. Read the biographies of featured speakers and presenters, which are often available online if you don’t receive them from the sponsoring organization.

3. **Connect with at least one new contact or renew an existing relationship at every event.**
   - Ask the sponsoring organization if a list of attendees will be available in advance. If so, review the list and note those who will be attending 1) from employers on your target list and 2) from employers in the IT sector you may want to add to your list.
   - Often the list of attendees is not available in advance of the event. In that case, take advantage of the networking time before and/or after the program to meet other attendees. When they find out what you do, they may express interest in the Careers in Technology program, or they may connect you with someone they know who might have an interest.
   - At the event, ask a staff organizer to help you connect. For example, you could say, “I see that John Smith from XYZ Company is registered. Do you know if he’s arrived yet?”
   - Be sure to show interest in everyone you meet. The quick contact you make with the person organizing the event could end up being the most important one of all.
4. **Provide marketing material for the event.** In advance of the event, contact the organizers and ask if there will be a table for information on programs of interest to attendees or some other place where you can distribute the program one-pager (see GII Resources).

5. **Follow up with new contacts.** (See How and When to Follow Up, page 15.)

6. **Meet the staff organizing the event.** Send a follow-up email complimenting them on the event and asking about possible opportunities for you to present at one of their future events.

   - **Sample follow-up email:**
     
     “I really enjoyed hearing the speakers at yesterday’s [[insert event name]]. I think your members might be interested in learning more about Goodwill’s new Careers in Technology program, funded by the U.S. Department of Labor, which is helping IT-industry employers in our area hire qualified computer programmers and user support specialists.

     Do you have an upcoming IT job fair or other program where I might make a brief presentation? I’ll call you in the next few days to discuss this possibility. At your convenience, you can also call me at [[insert phone number]]. Congratulations again on an interesting program yesterday!”
COLD CALLING

Cold calling (contacting someone you don’t know who hasn’t heard of you before) may not come naturally to you. Nevertheless, it’s something you must do on a regular basis in your work with the Careers in Technology program. Why? Because putting cold calling on the back burner will limit your success in finding new employer partners.

Follow the steps below to make cold calls, by email and phone, a part of your regular routine.

How and when?

First, prepare yourself to make the best possible impression during your first contact with a potential new employer partner.

- Know what you’re talking about: Be sure you can speak or email knowledgeably not only about the Careers in Technology program but also about all the benefits it offers employer partners.
- Learn all you can about the company before you email or pick up the phone. Do a Google search for recent articles. Look at the company website and LinkedIn page. Ask colleagues in your network to see if anyone knows a contact at that company.
- As much as possible, be prepared to discuss the benefits in terms of this contact’s company, so he or she knows you’ve taken the time to learn about it.
- Be considerate and polite at all times. Remember, this is not only your first contact but also your one chance to make a good first impression!
- Just in case, see What to Do If Someone Says No, page 17.

Words, Acronyms and Terms to Know

Here’s a list of IT-related words, terms and acronyms you might hear in speaking with potential employer partners. Understanding them will help your conversation along. Do ask, though, when you don’t know what a word or acronym means — most people enjoy sharing their expertise.

**BASIC:** Beginner’s All-purpose Symbolic Instruction Code

**BI:** Business Intelligence

**CapEx:** Capital expenses

**CIO:** Chief Information Officer

**The Cloud:** Basically a metaphor for the internet, which is invisible to those using it

**Cloud computing:** Storing and accessing data and programs over the internet instead of in a computer’s hard drive

**COBOL:** Common Business Oriented Language

**CTO:** Chief Technology Officer

**Enterprise:** Large-business IT sector

**Enterprise grade:** Describes an IT entity that will work for a large number of users

**Enterprise IT (enterprise-class IT):** Hardware and software designed to meet the demands of a large business

**FOAF:** Friend of a friend

**OpEx:** Operating expenses

**OS:** [Computer] Operating System

**SMB:** Small Business IT sector
1. Send an email to a member of a local chamber or association whom you haven’t met –

- Sample email:
  “Hello, and thank you for taking the time to read this. I’m writing to make you aware of a new program in our area that provides training and certification for entry- and mid-level IT positions. Careers in Technology is a new program, funded by the U.S. Department of Labor and offered by Goodwill Industries here in [[insert city or region]], that trains individuals for open positions at your company — such as computer programmer and computer user support specialist.

I’m attaching information that describes the benefits of this new program for employers like you. I’ll follow up to arrange a convenient time for us to discuss this innovative program in more detail.

Thank you again for your time and consideration.

Sincerely, [[your name and contact information]]”

2. Cold-call by phone –

- First, find the decision-maker. Sometimes your first contact may not be the person you need to speak with about the company’s participation.

- If the first person you speak with suggests you talk to someone else, be sure to get the suggested person’s name, title and contact information. Update your records, and then follow up with the new contact. When you call, you might start by saying, “I called earlier and [[insert name]] suggested I speak with you. He thought you might be the right person to talk to about a new program in our area that provides training and certification for critical IT positions at no cost to employers.”

- If the person doesn’t seem interested, ask, “Are you responsible for hiring for IT positions?” If the answer is no, ask, “Can you tell me who does handle that for your company? I’d like to make sure they know about this new program.”

- If you’re calling without any sort of referral, you might start the conversation by saying, “Hello. I’m calling to speak with your company’s IT training manager.” If that person’s not available, ask, “Could you give me his/her name and email address? I’d like to share some information about a new program that provides training and certification for critical IT positions at no cost to employers.”
• Call at times when people are most likely to be receptive. Research shows that cold calls are most likely to succeed between 4:00 p.m. and 5:00 p.m. The second best time is between 8:00 a.m. and 10:00 a.m., and the worst times are between 11:00 a.m. and 2:00 p.m. (Sources: Workforce 180, InsideSales.com and Kellogg School of Business)

Some research indicates that Friday is a good day to make cold calls, because people’s schedules may be less hectic than earlier in the week. That doesn’t mean you should only make calls on Fridays, though, or that you should leave this important marketing task until the end of the week!

WHAT TO SAY IN DIFFERING PHONE-CALL SITUATIONS

The following tips will help you any time you’re talking with a potential employer partner, whether you’re reaching out to an existing contact, talking with someone you just met at an event, or making a cold call. Remember, it’s all about them!

1. **Start with their needs.** "I understand you are looking for a __________."  
2. **Ask follow-up questions relating to challenges they mention.** For example, "Where have you already looked for the computer programmers you need?"

3. **Focus on information gathering at first.** Don’t expect to secure the employer’s participation during your first conversation. Remember, showing your interest in the company helps build their interest in the program.

4. **Develop a 30-second elevator speech.** Always be prepared to describe the major employer benefits of Careers in Technology in less than a minute (the length of an average elevator ride). If the person shows interest, you can expand on the description in a longer conversation. Initially, however, you have only a short window of time to explain what the program is and spark a positive response.

   • Sample elevator speech: “If you have a minute, I’d like to tell you about a new program that provides training and certification for entry- and mid-level IT positions, such as computer programmer and computer user support specialist. It’s called Careers in Technology, funded by the U.S. Department of Labor, and offered by Goodwill Industries here in [[insert city or region]]. By the way, did you know that Goodwill is involved in one in every 200 hires in United States?” (If the person asks for a source for this, explain that it’s from the U.S Bureau of Labor Statistics.)

How Employer Partners Might Participate

What should you say if a potential employer partner asks you how he or she (or the company) might participate in the Careers in Technology program? Frame your answer using this list of activities:

- Mock job interviews with trainees
- Résumé critiques
- Mentoring opportunities
- Program referrals
- Consideration of trainees for open IT positions
- Advisory sessions
- On-the-job training (OJT)
- Incumbent worker up-skill training and vacancy backfilling
- Job shadowing
- Paid work internships
- Coding training
- Registered apprenticeships
- Industry tours
- Guest speaker at training sessions
• Always use terms that will be clear to the person with whom you’re speaking. Also, keep your focus on the benefits to employers, because engaging employers is your ultimate goal.

• If the person hearing your elevator speech shows interest, suggest immediate action steps that are based on their specific needs or challenges. For example, “It sounds like our next step should be to set up a convenient time for us to talk further about your staffing needs. Does that work for you?” Or, “Are you available on [insert suggested time] to meet with me to discuss this further?” Or, “Is there a good time for you to meet with me next week to continue our discussion?”

• If he or she can’t meet with you in the near future, suggest: “I’ll send you a one-pager that describes the employer benefits of Careers in Technology. That way, you can discuss it with others on your team. I’ll also follow up in [insert specific timeframe, such as “a week or so,” based on the conversation] to coordinate our schedules for a meeting. How does that work for you?” Or, “When do things open up for you? I’ll make a note to call back then to coordinate our calendars.”

• If they’re definitely not interested at this time, see What to Do if Someone Says No, on page 17.

HOW AND WHEN TO FOLLOW UP

Individual circumstances dictate how and when to follow up. Always follow up at least once! A second follow-up within a week is appropriate unless the employer said no — or suggested you re-contact him or her sooner. For example, the contact might say, “Can you call me back next Tuesday?” In that case, make sure you agree and flag that date and the time on your to-do list. Then make the call at the time suggested.

How often should you follow up? Base this on your research (for example, do you know if the company is still hiring?) and your ability to share something new of potential use to your contact. Remember:

1. It’s all about them. Ask, “What other questions can I answer for you?”

2. Always identify a next step. Based on your conversation, next steps might be:
   • “I’ll send you a few résumés of candidates for that position.”
   • “I’ll call you in two weeks to set up a meeting.”
   • “When we meet, we can also talk about apprenticeships, job shadowing and internship opportunities at your company.”

3. Share something new. For example:
   • “Last time we met [or spoke], I didn’t get the chance to tell you about…”
   • Once you’ve collected employer success stories: “I thought you’d like to know what [insert name of XYZ company] said about how the Careers in Technology program helped their business.”
4. **Use information you get from your Google Alerts**
(see pages 5-6). Share stories, not statistics. After a presentation, 63 percent of people remember a story that was shared, while only 5 percent remember statistics. (Source: Workforce 180; Chip and Dan Heath)

5. **Remember, it's not a one-time thing.** On a second or even third follow-up, you might want to ask, “Have you made a decision? If not, do you have a timeframe in mind so I can make a note to follow up with you?”

6. **Send a follow-up confirmation email when you set an in-person meeting.**
   - **Sample email text:**
     “It was a pleasure speaking with you this morning and I look forward to meeting with you at your offices on [insert date] at [insert time] to discuss the Careers in Technology program in more detail.”

7. **Send a thank you email after a meeting.**
   - **Sample email text:**
     “Thank you for taking the time to meet with me this afternoon. I hope you have a better sense now of how the Careers in Technology training program will meet your needs. [[insert next step]]

8. **Ask for a referral.** For example:
   - “Is there anyone else, such as someone hiring for these types of positions, who you think might be interested in learning about the Careers in Technology training programs?” or “Is there anyone else I should talk to who might not be aware of this new program?”
   - If your contact offers a referral, make sure you get the person’s name (ask how it’s spelled if you need to!) and contact information. Ask, “May I use your name when I contact him [her]?” or say, “May I tell him [her] you suggested I get in touch?”

9. **Follow up when an employer has hired someone through the program.** Ask:
   - “How is the new employee working out?”
   - “What worked best about the training schedule?”
   - “How could we enhance the program so it meets your needs even better?”
   - “Is there anyone else you think I should talk to about this program?”

10. **Be specific.** Avoid a generic follow-up that only says, “How are you?” or “Just checking in.” Be sure to put your email text in your own words as appropriate. Depending on how well you’ve come to know the person, you may or may not want to use his or her first name.

Use the tracking tools provided in GII Resources to record your follow-up.
WHAT TO DO IF SOMEONE SAYS NO

1. **Be prepared for rejection.** Don’t take it personally; it’s to be expected. Not everyone will be interested at the particular time you introduce the program, and even those who might benefit from it may not see its value right away.

2. **Re-group.** Take a five-minute break if you need it — get a coffee or step outside for some fresh air. Then dive back into the work. Don’t spend the rest of the day focused on a single no. Make the next call. Set up the next appointment. Move on!

3. **Understand the no.**
   - The company may not be interested in workforce development.
   - The program may not fill a current need.
   - You may not have contacted the correct person.

4. **Ask yourself, “What could I have done differently?”** Sometimes the answer will be “Nothing,” but sometimes there will be a lesson that can help with your future efforts, such as, “Telling her about the certification training sooner might have made him [her] more open to hiring one of our trainees.” Make sure to capture these learnings by using the tracking tools provided in *GII Resources*.

5. **Consider keeping the company on your target list.** Companies’ hiring situations change. Keeping it on the list doesn’t mean you’re actively pursuing the company right now, but if it’s a big employer in your region, don’t rule it out because of one no. For example, based on your previous conversations, you might contact them again to congratulate them on a positive news story or to share an article you know they’d have an interest in seeing.
STAYING ON TRACK

THE IMPORTANCE OF TRACKING YOUR EFFORTS

Track your efforts to make best use of your valuable time. This helps ensure that the Careers in Technology program is not lost in a sea of other priorities. It also helps you see that you are making productive use of your program resources.

Tracking your efforts is also important because:

1. **Activity breeds productivity.** Part of success is a simple numbers game. A tracking system helps you know that you’re actively moving toward your goal.

2. **You can’t remember it all!** A tracking system captures the details of your meetings and calls with individual employer partners, so nothing falls through the cracks.

3. **Clear goals are set.** A tracking system helps monitor your target goals for the numbers of contacts, meetings, calls and participating employers. Recognize your progress toward those goals, and flag items when action is needed.

4. **Not every day will bring a success story.** Some of your biggest successes may come as the result of multiple efforts over time. Tracking your efforts helps you see progress even when you haven’t yet achieved your final goal.

See [GII Resources](#) for sample tracking tools.
CAREERS IN TECHNOLOGY TALKING POINTS

Background and goals:

- Funded by the U.S. Department of Labor, Goodwill® Careers in Technology (CiT) is a program that trains and places people in technology careers in three states. The goal is to serve 702 individuals through the CiT program over the next three years.

- The overall goal is to increase employment in technology careers by providing training to individuals looking for work to build talent pipelines for local employers.

- As of April 2016, the United States had 5.8 million open jobs, and more than 100,000 were in the information industry, according to the U.S. Bureau of Labor Statistics. Additionally, in 10 major metropolitan areas, there are only five skilled job seekers available for every eight open IT jobs.

- Goodwill CiT is funded through the U.S. Department of Labor’s TechHire grant, which was created as a solution to economic development issues in our local communities, helping companies fill critical jobs and preparing people to get the fast-track training they need to launch careers in the technology field.

- This funding is a part of the Obama Administration’s efforts to work with communities to get more Americans trained for well-paying technology jobs through the TechHire initiative, which launched in March 2015.
  - TechHire is a multi-sector effort and call to action for local communities to collaborate in helping employers fill critical IT job gaps in local communities.
  - To do so, a diverse array of Americans are empowered to rapidly gain technology skills by accessing nontraditional training options like “coding boot camps” and high-quality online courses.

How the CiT program can help local employers:

- The Goodwill CiT program can help employers grow their teams of computer programmers, certified computer user support specialists and overall IT department. Goodwill is training professionals with two job readiness tracks through the program to enter the IT industry in these entry-level positions and preparing them to eventually progress into jobs such as information security, network and cloud technology, hardware, services and infrastructure.
  - By understanding your hiring and skills needs, Goodwill can match you with people who have the certifications and trainings that you require.

- Goodwill Industries of Central Texas (Austin), Goodwill Columbus (OH) and Goodwill Industries of the Valleys (Roanoke, VA), through new and existing partnerships, will award certifications such as CompTIA A+, Security+, and Network+ certifications. They will also provide computer programmer training certifications for Microsoft Technology Associate and Microsoft Certified Solutions Developer as well as computer language-specific certifications.
The three participating local Goodwill organizations will operate the CiT program in their respective communities through June 2020.

The grant will enable these Goodwill organizations to provide paid internships and registered apprenticeships in the technology field.

- The Goodwill CiT program provides IT training to bridge the skills gap by building a stable of talented, skilled workers.
- Goodwill would like to collaborate with local employers, training providers and workforce and economic development organizations to empower people to get the fast-track training they need to launch careers in the technology field.

**How Goodwill Operates:**

- At Goodwill, we’re committed to helping people achieve their personal and professional goals, whether it’s earning degrees or industry-specific certifications, planning careers, getting finances in order or overcoming specific challenges.
- Goodwill funds these mission services through the sale of donated clothes and household items at more than 3,200 Goodwill stores throughout the United States and Canada, and online at shopgoodwill.com®, as well as through contract services, private and public grants, and individual giving.
- Goodwill is involved in one out of every 200 hires in the United States, according to the U.S. Bureau of Labor Statistics.
CAREERS IN TECHNOLOGY MARKETING MATERIALS

Below are previews of the available marketing materials. To download high-resolution, customizable PDFs for printing, visit [redacted].

Once you have logged in, navigate to !Grants > Careers in Technology and download the appropriate files for your Goodwill. Each subgrantee has its own folder with files containing the local logotype. You can insert your contact information using the form field in the PDF prior to printing.
PARTICIPANT RECRUITMENT FLIER AND FACEBOOK POST

Train for Success In Information Technology!

Goodwill Careers in Technology

Train to be a Computer Programmer or Computer User Support Specialist.

Get the skills and credentials you need to launch your career in technology.

Know someone looking for an IT job? Goodwill may have what they need to succeed.

Goodwill Careers in Technology

Funded by the U.S. Department of Labor

We’re in this together.

How Goodwill Works

A social enterprise committed to helping people achieve their goals through work and education, Goodwill is dedicated to helping people achieve their goals through work and education. Goodwill is dedicated to helping people achieve their goals through work and education.

Here’s How You Can Help

Assistance to job seekers.
- A study by Goodwill of America in 2015 showed that 9 million people were unemployed or underemployed.
- 1,000 businesses have used Goodwill to help fill their workforce needs.
- Over 5,000 organizations have used Goodwill to help fill their workforce needs.
- Over 5,000 organizations have used Goodwill to help fill their workforce needs.

Please help us spread the word.

Whether you’re unemployed or underemployed, or simply interested in learning more about the program, please feel free to contact us at 1-800-359-6023.

All Careers in Technology participants will receive:
- A certificate in one of the following areas:
  - Computer repair
  - Web design and development
  - Information technology
  - Graphic design

Track One: Skilled Computer Programmer
- A certificate in one of the following areas:
  - Computer repair
  - Web design and development
  - Information technology
  - Graphic design

Track Two: Computer User Support Specialist
- A certificate in one of the following areas:
  - Computer repair
  - Web design and development
  - Information technology
  - Graphic design

Program One-Pager
COMMUNITY FLIER

Goodwill® Careers in Technology
Collaborate with Goodwill®

Help empower people to get the fast-track training they need to launch careers in the technology field while encouraging employers to hire qualified IT hires.

Goodwill is training people to enter the IT industry as computer user support specialists and computer programmers—and eventually progress into jobs such as information security analyst, network and data technology, hardware, services and infrastructure.

To find out more, contact: solutions@goodwill.org or call 1-800-346-7956.

EMPLOYER ONE-PAGER

Goodwill® Careers in Technology

Grow your IT team by hiring qualified Goodwill-trained professionals.

Careers in Technology and YOUR Business

As of April 2016, the United States had 5.6 million open jobs, and more than 700,000 were in the information industry. And in 10 major metropolitan areas, there are only nine skilled IT workers available for every eight open IT jobs.

So, we get it.

It can be tough hiring the skilled employees you need to meet your IT staff, especially those who are technically certified and ready to hit your culture. At the same time, every smart and capable individual needs additional training and skills to progress in these jobs.

That’s where we come in. The Goodwill Careers in Technology program provides IT training to bridge the gap by building a stable of talented, skilled at-hand ready to support your business.

Find the Skilled Employees You Need

If you are hiring in the technology field or looking for qualified individuals for internships or registered apprenticeships, Goodwill can help. By understanding your hiring needs, Goodwill can match you with people who:
- Have certifications such as CompTIA A+, Security+, and Network+
- Have completed computer programming certifications for Microsoft Technology Associate and Microsoft Certified Solutions Developer as well as computer language-specific certifications
- Received soft skills training to help them fit into your office culture

Track One: Computer Programmer
- Core knowledge of computer programming
- Experience with visual programming languages
- Research and implement computer language-specific certifications
- Goodwill's soft skills training to help them fit into your office culture

Track Two: Computer User Support Specialist
- Core knowledge of computer programming
- Experience with visual programming languages
- Research and implement computer language-specific certifications
- Goodwill's soft skills training to help them fit into your office culture

We train, you get trained workers.

How it Works:

With our job-ready track, Goodwill Careers in Technology is training qualified individuals to enter the IT industry as either computer user support specialists or computer programmers—and eventually progress into jobs such as information security analyst, network and data technology, hardware, services and infrastructure.

This program is funded as part of the Obama Administration's efforts to work with communities to get unemployed, transitioning to work, and low-income youth into technology careers.
Grow your team of computer programmers by hiring qualified Goodwill-trained professionals.

Grow your team of certified computer user support specialists by hiring qualified Goodwill-trained professionals.

With certifications such as CompTIA A+, Security+, and Network+, Goodwill has the qualified individuals you need to remain competitive in today’s landscape.
SAMPLE TRACKING TOOLS

Sample tracking tools are provided on the following pages. Use these forms or create others that work for you. The most important thing is to systematically track your efforts and results!

Be sure to collect success stories and testimonials from your employer partners, too. Submit best practices for program participant/employer relationship development and management to the GII team through [redacted].

The best practices outlined in this toolkit will help you build strong and lasting employer partnerships. As you go about the important work of engaging employers, feel free to share additional tips and tools with the GII Careers in Technology team at careersintech@goodwill.org.
**MASTER TARGET LIST**

Use this form to keep track of the employers you’ve contacted about the Careers in Technology program. It includes all the relevant contact information as well as the name of the staff person responsible for follow-up. You may want to save this document on a shared network drive, or recreate this document using Google Docs or Google Sheets — or any other document-sharing tool that you prefer — so that each person on your team who is responsible for engaging employers can update it on a regular basis (at least weekly). Each team member should include the dates that each contact occurred and specific information in the notes column with next steps. This will serve as a helpful reminder of what you need to do next to engage that employer, and when you need to do it.

Location: __________________________________________________ Implementing Partner: _______________________________________

Last Updated: _____________________________________________ Program Target for Number of Companies to be Engaged: ________

<table>
<thead>
<tr>
<th>Company</th>
<th>Contact</th>
<th>Email</th>
<th>Phone</th>
<th>Staff Responsible</th>
<th>Initial Contact</th>
<th>Follow up #1</th>
<th>Follow up #2</th>
<th>Follow up #3</th>
<th>Notes/Next Steps</th>
<th>Result: Engaged (Hire)</th>
<th>Result: Engaged (Training)</th>
<th>Result: Dead End</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABC123</td>
<td>Bob B.</td>
<td><a href="mailto:bob@bob.com">bob@bob.com</a></td>
<td>(123) 456-7890</td>
<td>Judy A.</td>
<td>Spoke on phone 3/17</td>
<td>Met in person at Chamber event 3/29, gave him our business card and the one pager.</td>
<td>Followed up via email 4/1, he replied &amp; said to follow up in a month or so.</td>
<td>In 4/1 email he said he was interested in learning more but now wasn’t a good time. I’ll check back first week of May, per his suggestion.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
WEEKLY GOALS

Use this form to keep track of the employers you are reaching out to on a weekly basis. Complete it on Fridays to help you plan for the week ahead. It will give you a snapshot of your priority to-do list, identify specific areas where you need to put additional time and emphasis, and help you to make sure you are reaching out in all the necessary ways to succeed.

WEEK OF: __________________________

<table>
<thead>
<tr>
<th>TOUCH BASE (EXISTING CONTACTS/ MASTER LIST)</th>
<th>NEW CONTACTS</th>
<th>CHAMBER MTGS/ JOB FAIRS/ OTHER EVENTS</th>
<th>OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABC Company</td>
<td>Cold Call Inc.</td>
<td>Paris Chamber Breakfast</td>
<td></td>
</tr>
<tr>
<td>D Express</td>
<td>XYZ Repairs</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Update master target list Friday</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Team meeting Tuesday AM</td>
<td></td>
</tr>
</tbody>
</table>

The summary list above can also be expanded for each category to include additional details about each of the employers (that information should already be recorded on the master target list).

<table>
<thead>
<tr>
<th>TOUCH BASE</th>
<th>Company</th>
<th>Contact</th>
<th>Email</th>
<th>Phone</th>
<th>Notes/Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ABC Company</td>
<td>John Doe</td>
<td><a href="mailto:jdoe@abc.com">jdoe@abc.com</a></td>
<td>(123) 456-7890</td>
<td>Email suggested follow up this week on interest</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NEW CONTACTS</th>
<th>Company</th>
<th>Contact</th>
<th>Email</th>
<th>Phone</th>
<th>Notes/Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>D Express</td>
<td>Mary Jane</td>
<td><a href="mailto:mj@express.com">mj@express.com</a></td>
<td>(123) 456-7890</td>
<td>Saw at Chamber event, said to call this week</td>
</tr>
</tbody>
</table>
**WEEKLY PROGRESS**

This form provides a snapshot of the progress you are making toward your target employer engagement goal. It helps make sure you are reaching out in all the ways necessary to succeed. If a column is blank, that is an indication you need to put more emphasis on that area in the coming weeks. (The exception is, of course, “dead ends.” You want as few of those as possible!)

**WEEK OF: ____________________________

<table>
<thead>
<tr>
<th>PLACEMENTS</th>
<th>PROGRESS*</th>
<th>TOUCHE dBASE**</th>
<th>NEW CONTACTS</th>
<th>CHAMBER MTGS/JOB FAIRS/OTHER EVENTS</th>
<th>DEAD ENDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABC Company</td>
<td>D Express</td>
<td>H Inc.</td>
<td>Cold Call Inc.</td>
<td>Chamber bkfst</td>
<td>XYZ Repairs</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Indicates you reached out to an existing or a new contact and made progress toward goal. For example, you set up an in-person meeting or got a referral to the person responsible for scheduling training.

**Indicates you reached out to an existing contact but did not make any progress toward goal. For example, left a voice message or sent an email but did not get a reply.

This form can be expanded to include specific details for each company listed under each category:

**PLACEMENTS**

<table>
<thead>
<tr>
<th>Company</th>
<th>Contact</th>
<th>Email</th>
<th>Phone</th>
<th>Notes/Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABC Company</td>
<td>John Doe</td>
<td><a href="mailto:jdoe@abc.com">jdoe@abc.com</a></td>
<td>(123) 456-7890</td>
<td>Sent thank-you email and note on calendar to follow up in a month to see if pleased with training</td>
</tr>
</tbody>
</table>

**PROGRESS**

<table>
<thead>
<tr>
<th>Company</th>
<th>Contact</th>
<th>Email</th>
<th>Phone</th>
<th>Notes/Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>D Express</td>
<td>Mary Jane</td>
<td><a href="mailto:mj@dexpress.com">mj@dexpress.com</a></td>
<td>(123) 456-7890</td>
<td>Good conversation at Chamber event; follow up next week to set mtg at her office</td>
</tr>
</tbody>
</table>
MONTHLY CHAMBER EVENTS, MEETINGS AND JOB FAIRS

Use this form to create a monthly list of all the events, meetings and job fairs where you can make connections with potential employer partners. Most of these organizations schedule their events well in advance and make information available on their websites, so you can use this document for several months at a time and plan your schedule appropriately.

MONTH: ____________________________

<table>
<thead>
<tr>
<th>EVENT</th>
<th>DATE(S)/TIME</th>
<th>CONTACT</th>
<th>EMAIL</th>
<th>PHONE</th>
<th>NOTES</th>
<th>NEXT STEP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chamber breakfast</td>
<td>May 3, 8 AM</td>
<td>J Smith</td>
<td><a href="mailto:jsmith@XYZChamber.com">jsmith@XYZChamber.com</a></td>
<td>(123) 456-7890</td>
<td>Called to see if can display program one-pagers</td>
<td>Send follow-up email re: one-pager distribution at event</td>
</tr>
</tbody>
</table>

|     |     |     |                           |           |                                   |                                                   |
|     |     |     |                           |           |                                   |                                                   |
|     |     |     |                           |           |                                   |                                                   |
|     |     |     |                           |           |                                   |                                                   |
|     |     |     |                           |           |                                   |                                                   |
FEEDBACK TO GII TEAM ON OVERALL PROGRESS

Use this form to provide a snapshot to the GII team on your overall progress toward the established goals for your site. Once completed, email it to careersintechology@goodwill.org.

Report Date: __________________________________________________

Implementing Partner: __________________________________________

Employer Participation Goal: _________________________________
(stays the same)

Site: _________________________________________________________

Employers Engaged to Date: ____________________________________

Company Partners Engaged:

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABC Company</td>
<td>First online training next week</td>
</tr>
<tr>
<td>D Express</td>
<td>Sent us an email saying pleased with training; have agreed we can use as program endorsement</td>
</tr>
<tr>
<td>XYZ Repairs</td>
<td>Expanding in (location); might be a good contact for GII team there</td>
</tr>
</tbody>
</table>

Monthly Summary – Employers Approached, Month of: ____________________________

<table>
<thead>
<tr>
<th>Number of companies interested/possible future partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number contacted but not interested</td>
</tr>
<tr>
<td>Number of employer partners engaged – training</td>
</tr>
<tr>
<td>Number of employer partners engaged – hiring</td>
</tr>
<tr>
<td>Total number of companies approached</td>
</tr>
</tbody>
</table>

SUCCESS STORIES

Be sure to collect success stories and testimonials from your employer partners. Submit program participant and employer relationship development and management best practices through Woofu at: [redacted]