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## Marketing Supported Employment Programs and the Relationship to Employment Opportunities

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**Marketing Supported Employment Programs  
and the Relationship to  
Employment Opportunities**

A Research Paper

Presented to

The Faculty of the Department of Occupational and Technical Studies

Old Dominion University

In Partial Fulfillment of the Requirements of

The Degree of Master of Science in

Occupational and Technical Studies

By

Sara L. McInturff

April 29, 2004

**Signature Page**

Sara McInturff prepared this research paper under the direction of Dr. John M. Ritz in OTED 636, Problems in Occupational and Technical Studies. It was submitted to the Graduate Program Director as partial fulfillment of the requirements for the degree of Master of Science in Occupational and Technical Studies.

Approved by: John M. Ritz Date: 4-29-04

Dr. John M. Ritz  
Research Advisor and  
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## **CHAPTER I**

### **INTRODUCTION**

Legislative and societal changes are changing the employment outlook for individuals with significant disabilities. Legislative changes began in 1973 when the Rehabilitation Act was passed. Section 504 of this Act prohibited discrimination against individuals with disabilities by businesses that received federal funding. The Americans with Disabilities Act (ADA) extended this Act in 1990. A multitude of federal incentives has further advanced changes in the way individuals with disabilities are viewed in the workplace. These incentives have assisted individuals with disabilities in participating in all aspects of life, including employment.

Recent changes in the business community have focused attention in an ever-increasing diversified work force. These changing demographics, along with the shifting economy and market trends, are causing changes in the workforce that include tapping into alternative sources of labor.

One way in which the need for a diverse work force can be reached is by hiring adults with significant disabilities that have access to supported employment services. Supported Employment (SE) is the name used for supports that help adults with disabilities; especially those considered to have significant disabilities obtain and keep employment in their communities.

It has become clear that a major component to the survival of SE is to shift from more traditional practices of making job placements to utilizing a marketing approach involving the development of employer relationships. Marketing SE should be the first step in developing jobs for significantly disabled adults.

Organizational marketing is a critical activity that will contribute to the SE client's success on the job, as well as the success of the organization. An organization must approach this activity with creativity and a plan of action. Organizational marketing sells the services offered by SE providers. Marketing efforts are directed towards community employers and job seekers. The services marketed to community employers will be a rich pool of personnel options as well as employment-centered consultations (Brooke, Inge, Armstrong & Wehman, 1997).

### **Statement of the Problem**

The purpose of this study was to determine the relationship between the marketing of the Job Link Program to business members of the Loudoun County Chamber of Commerce and its relationship to employment opportunities for adults with significant disabilities.

### **Research Goals**

The goals of this study were to explore the following research questions:

- 1.) How did the business community perceive the marketing program?
- 2.) How was the marketing program perceived by the SE community?
- 3.) Did active marketing decrease the amount of time spent by supported employment specialists in searching for employment opportunities?
- 4.) What effect did the marketing program have in providing more opportunities for supported employment clients?

### **Background and Significance**

Marketing consists of activities that satisfy the needs of customers through an exchange process. An organization has a service that businesses need, and the

businesses have something the organization wants. Supported employment has services and products, and businesses have jobs. In this process, each party receives a valuable good or service. The people with disabilities that supported employment programs currently assist, as well as the services offered them in the program are commodities that can be of benefit to businesses. It is important that businesses see supported employment as a valued good. The outcome of organizational marketing is to build relationships.

An organization that is thinking about marketing needs to understand what the customers are thinking and what they are practicing. An organization needs to have a solid base of who the customers are, as well as a system that is going to monitor their thinking. Businesses are attempting to identify a new, diverse work force and tap into all types of labor. This provides an opportunity for people with disabilities and the programs that serve them to step forward and present to businesses this untapped pool of labor.

Job Link is a service of the Loudoun County Community Service Board. It is a part of the Loudoun County government and was established in 1983. It is a service for residents of Loudoun County who have significant disabilities and wish to secure competitive employment. The service provided to these individuals is supported employment (Loudoun County, 2002).

Job Link currently provides supported employment services to 118 adults. Of these, 81 are employed, 15 remain in the program but are not currently receiving active services due to extraneous circumstances, and 22 are in job development. Currently, there is a waiting list of 35-40, with an unknown number to be added in

July 2004, from current high school graduating seniors. At the current time, adults on the waiting list may have to wait up to two years to receive SE services after being placed on the waiting list. Job Link employs five full time and two part-time employment specialists. (Job Link, 2003).

Loudoun County is currently in a hiring freeze through fiscal year 2004. The outlook for hiring other supported employment specialists is bleak, at best.

Unfortunately, the population has increased so rapidly over that past ten years that it is impossible to keep up with the need for supported employment services. In 1990, the population of Loudoun County was 86,129. In 2000, the population had increased to 169,599 and the current population estimate is at 206,000 as of the end of 2002.

Loudoun County is currently the fastest growing county in the nation and has been the second fastest growing county for the previous two years (Loudoun County, 2004).

According to the Harris Poll, in 1998 the unemployment rate for people with disabilities was 68%. This rate did not change from the last two or three studies completed by the Harris Poll, which began as early as 1990 when the unemployment rate was 66-68%. While the unemployment rate for the general population varies from time to time, the unemployment rate for adults with disabilities has remained steady at approximately 68% over the last ten years (Brooke, 1997). The current unemployment rate for the general population of Loudoun County, as of September 2002, was 3.4% (Loudoun County, 2003). While no statistics were available for the unemployment rate of people with disabilities in Loudoun County, it is assumed that the rate would be comparable with the findings of the Harris Poll.

The results of a marketing plan can be varied and plentiful. Possible organizational benefits, and the significance of this study, could include the following:

1. A greater demand for employment services at the employer level.
2. A more supportive community which includes legislators, foundations and businesses, and
3. An increase in status and reputation in the community and among customers.

### **Limitations**

The limitations of this study were as follows:

1. The list of Loudoun County Chamber of Commerce members used was the current listing, January 2004.
2. Any businesses with a mailing address outside of Loudoun County were not used in this study.
3. Business members currently using Job Link services were not marketed.
4. The study was conducted from March 1, 2004, through March 31, 2004.
5. Only those businesses that hired Job Link clients during the study were used for research purposes.
6. Job Link staff provided information and data for completion of the study.
7. Job opportunities may be lost due to lack of client interest or ability to perform job tasks.

## **Assumptions**

The following assumptions were made for this study:

1. Job Link marketing materials sufficiently described the program.
2. There were unemployed clients placed in the jobs that the marketing study generated.
3. Clients that were employed were satisfied with their employment placement.
4. Employers hiring Job Link clients were satisfied with the client placement.

## **Procedures**

After the business members had been cross-referenced, an information packet was mailed or hand delivered to the selected employers, approximately five days prior to the start of the study. Current Job Link staff began attending monthly Chamber of Commerce events to promote services and to provide additional information on the Job Link program.

Data were recorded on the businesses responding to either the mailing or the direct promotion at the Chamber of Commerce events. Data were also recorded on the number of employment opportunities given to our clients by the businesses that were marketed and the businesses that were not marketed, total staff hours spent on marketing, and total hours spent by staff on job development not utilizing the marketing list.

At the end of the study, the number of hours spent on job development and the number of jobs obtained for clients by staff members not utilizing the marketing contacts was documented. The total hours spent on marketing and the number of jobs

obtained through the marketing study was documented. A comparison was made to determine the effectiveness and efficiency of both methods.

### **Definition of Terms**

The following terms had special meaning for this study:

Disabilities- Disabilities to include adults with mild to moderate mental retardation or chronic mental illness as documented by a licensed physician.

Job Development- The process of identifying employer-hiring needs and then representing a job seeker suited to those needs based on the interests, skills, and expectations of that job seeker.

Supported Employment (SE)- Community employment for those who need long-term, ongoing support in order to succeed on the job. It is characterized by regular opportunities for interaction with co-workers without disabilities and/or the public.

Supported Employment Specialists- The person responsible in supported employment for assisting persons with disabilities to obtain and succeed in meaningful jobs they most desire.

### **Overview of Chapter**

The content for Chapter I included the importance of having marketing goals directed toward both the community employers and the adult job seekers. As a provider of Supported Employment services, the Job Link Program's goal was to establish a base of possible employers, increase public awareness of their services and to also increase their networking capability. By actively marketing local businesses, the organization can offer a service to businesses by supplying enthusiastic employees. The businesses offer the Job Link Program a service by hiring an untapped resource. By maintaining a list of businesses and keeping data on current employment trends, the Job Link Program can improve in its delivery of services and decrease the man-

hours required to deliver these services, thus becoming a more efficient organization. Increasing efficiency will help to reduce the long wait to receive supported employment services and increase the number of clients that each Job Link staff member can maintain on his/her caseload.

The study will begin on March 1, 2004, and continue through March 31, 2004. At the end of the study period, the data will be analyzed and a comparison will be made in determining if a marketing plan can be a cost-effective course of action for the Job Link Program. The study will also provide a database of businesses that can be updated frequently as well as being able to keep the networking of Job Link services current with the employment trends in Loudoun County.

The following chapters of this study will include a review of current literature on the aspects of supported employment providers marketing their services. A discussion of the methods and procedures used in gathering and recording data during the study will be included. A review of the actual findings of the study will lead to the summary, conclusions and recommendations of implementing an on-going marketing program for the Job Link Program.

## **CHAPTER II**

### **REVIEW OF LITERATURE**

The purpose of this chapter was to review literature that was related to the problem statement and research goals. Included in the review was information collected from journal articles, books, abstracts and research studies. In this chapter, the reader will be provided with an overview of how SE service providers perceive marketing strategies, the business community's attitude towards SE marketing efforts, the effects of marketing in providing opportunities for SE clients, and how marketing can affect the productivity of SE providers.

#### **Supported Employment Providers Attitudes on Marketing**

Many of the jobs obtained for individuals with disabilities were based on the appeal to a company's goodwill and charity (Mcloughlin, 1987). Current values of SE do not support practices that are dependent of charity or goodwill. It is clear that a major component to the survival of SE is for SE strategies to shift from simply making job placements to a marketing approach that involves the development of employer relationships.

Marketing is a dynamic and on-going process. As defined by the American Marketing Association (AMA), marketing is the process of planning, pricing, promotion and distribution to create exchanges that satisfy individual or organizational objectives (Zais, 1993). In other words, it is everything that is done to promote business and ensure that customers patronize the company on a regular basis (Levinson, 1993). Marketing is a complex process, which continually changes, and is an important aspect of SE.

There has been considerable discussion in the rehabilitation literature over the past decade regarding what types of job development practices are necessary to meet the demands of the new workplace, as well as improve employment opportunities for individuals with disabilities (Fabian, Luecking & Tilson, 1995; Gilbride & Stensrud, 1999; Millington, Asner, Linkowski & Der Stepanian, 1996). Current literature distinguishes between a sales model of job development and a marketing approach. The sales model tends to convince individual employers that a product has value and is worth purchasing. Marketing tends to refer to a set of best practices designed to provide products and services to meet customer needs. Both of these approaches are necessary to assist clients with significant disabilities.

Current research has not identified effective marketing techniques for SE providers. The literature has examined ways in which business sales and marketing techniques can be incorporated into SE marketing. The dilemma is that SE has yet to define what is being marketed: the company's services or the client with a disability.

Although there have been no studies to address effective marketing techniques for SE services, strategies for successful marketing that include both the "sales" and "marketing" approach have been developed. These "Four P's of Organizational Marketing" or "Marketing Mix" are as follows: (Brooke, Inge, Armstrong & Wehman, 1997).

*Product*-employment services an organization offers  
-services address both customer needs and preferences

*Place*- where an organization provides services

*Price*-the costs of services  
-services may not be valued if presented as free  
-services are often subsidized by the state through vendors or taxes

*Promotion*-how an organization promotes their services  
-public relations, brochures, flyers, etc.

### **Attitudes of Businesses on Supported Employment Marketing**

Research findings identified specific business community preferences in marketing strategies as they relate to SE. The five preferred means of receiving marketing information on supported employment were (1) trade associations, (2) general mailings, (3) job service, (4) local Chamber of Commerce and (5) publications. Other preferred methods that were chosen included local/national human resource associations, workforce development, rehabilitation agencies, word of mouth from other businesses, trade shows and job fairs. The least preferred method of receiving marketing information included Employment Resources, local advocacy groups, small business associations, social or religious organizations, employment agencies, faxes, television/advertisements and Internet notification (Owens-Johnson & Handley-Maxwell, 1998).

Businesses were also asked to indicate their preferred method of contact by SE providers. The majority of employers preferred mailed literature (36%) or an introduction letter with a follow-up call (30%). The former is also what employers indicated in terms of preferred marketing methods. The least preferred means for contacting employers included introductory calls (44%) and stop in/cold calls (61%). Additionally, the person to contact with regard to hiring a supported employee varies among human resource personnel (38%), owner (27%), and manager (19%) (Owens-Johnson & Handley-Maxwell, 1998).

## Opportunities and Productivity

While the literature suggests that SE service providers understand the concepts of marketing their programs, very little research has been conducted in the area of physically marketing these services and how this marketing affects services. The problem being that the most relevant literature addresses the concepts of how to market SE programs, but it does not address how these concepts have actually increased client opportunities and SE provider productivity. Despite the minute amount of information available, several studies have been completed on parallel programs and the information gleaned from these studies can certainly be applied to SE programs.

Freel (2000) has investigated the barriers to product innovation in small firms and suggests that resource constraints can be identified as finance, management and marketing, skilled labour and information. Freel also points out that studies of small firms have consistently raised the issue of poor management skills, and more precisely, that poor marketing skills have been a barrier to product innovation. Freel states that innovation is a complex, inclusive process requiring an eclectic base of managerial competency. Management deficiencies within small firms are thought to include *inter-alia*: poor planning and financial evaluation leading to "...Systematic under-estimation of the costs of marketing and product development" (Barbel et al, 1989). Freel's results show that technical expertise is valued more than management of marketing expertise in small firms. This is evidence that marketing is likely to be seen as a less useful skill and therefore of lower priority than technical skills in developing the small firms and similar results can be expected for SE programs.

It is believed by academics that a firm with a marketing orientation will perform better than firms without such an orientation. Narver and Slater (1990) define market orientation as “The organisation culture that most effectively creates the necessary behaviors for the creation of superior value for buyers and thus continuous superior performance for the business.” Levitt (1960), suggests that firms who adopt a marketing philosophy of marketing orientation and convert it into actions should have superior performance.

In a study completed by Simpson, Padmore and Taylor (2001), general feelings from completed questionnaires indicated that there was a great opportunity for SE programs to grow, employ more disabled clients and become more profitable, or at least break-even, if more efforts were put into marketing. However, many respondents pointed out the constraints under which these organizations operate and the effect these have on marketing. Some of the examples included responses stating that the lack of profitability prevented the SE program from hiring a marketing person, as well as stating that the structure of SE programs did not allow the time or finances for serious marketing.

The conclusions of the previous study indicate that marketing orientation is missing from most SE programs. Marketing is not treated as a strategic business activity by most SE programs, and strategic marketing planning is limited and often weak in these programs. Following Rue and Inbrahim’s work (1998), this result suggests that the performance of these SE programs is lower than might be possible to achieve if marketing were treated as a strategic activity.

There is an enormous opportunity for SE programs to improve their marketing and improve the sales turnover of their programs. This approach is likely to lead to more SE's becoming profitable and hence reduce the burden on the taxpayer (Simpson, Padmore & Taylor, 2001). This is likely to be a more fruitful approach than simply placing disabled clients into a vacant job slot.

### **Summary**

This review of literature indicated that there is current information on positive attitudes regarding the marketing of Supported Employment services to disabled adults. There exists a plethora of studies and training opportunities available to service providers on the basics of marketing that combine the dual aspects of "selling" a service and "marketing" a product. The literature also suggested that most SE providers understood the thought behind marketing and desired to become a well known and respected organization in their local communities.

It also was apparent, according to the research available, that businesses were willing to have marketing information provided to them. The study provided valuable information on how these businesses preferred to be contacted by SE providers when developing job opportunities for their clients.

No literature or studies were found in the area of increasing employment opportunities for adults with significant disabilities through a marketing plan. Also, there was no available literature addressing how a successful marketing plan could increase productivity for SE specialists. Parallel studies were reviewed and it appears that similar programs have had successes in increasing productivity and in providing opportunities for employees/clients after instituting a marketing plan. The following

chapter, Chapter III, will discuss the methods and procedures that were used to collect data for this study.

## **CHAPTER III**

### **METHODS AND PROCEDURES**

The researcher used a descriptive design in order to conduct this study in an arranged manner. This study was designed in order to answer the following goals: (1) determine how a marketing program would be perceived by local businesses, (2) determine if a marketing program decreased the amount of time spent on job development by supported employment staff, and (3) determine if a marketing program could increase employment opportunities for adults with significant disabilities. In this chapter, the population, methods for collecting data and the procedures for analyzing the data will be presented.

#### **Population**

The population for this study consisted of 1,300 listed members of the Loudoun County Chamber of Commerce, as of January 2004. After cross-referencing for duplicate listings and businesses that had previously participated in the Job Link program, the total number of businesses for use in the study was adjusted to 1125. By using a 10% margin of acceptable error and a 99% confidence level, the random sample for the study was calculated to be 145.

The random sample was selected by shuffling the pages of the listings of business members and then selecting every eighth business. This method left a deficit of ten businesses. The remaining businesses were then selected by simply choosing 10 business names from the remaining pages. After the random sample was chosen, the letters were addressed and sent to the selected businesses by a co-worker, Christina Stakem, who is employed by the Department of Mental Retardation, but not by the Job

Link program. The researcher, while being able to access the complete listing of Chamber members, was not informed of the businesses that were actually chosen for the marketing study.

### **Methods of Collecting Data**

The research study began on March 1, 2004, and concluded on March 31, 2004. A brochure and cover/introductory letter was sent to each randomly selected business on March 1, 2004. Follow-up letters were mailed ten days later. Data were kept by the researcher on the total number of businesses responding to the marketing packet, the total number of job opportunities generated by the packet, as well as the total number of clients placed into jobs. The researcher also kept data on the total number of hours spent on preparing and sending the marketing materials.

Job Link staff kept data during the same period on the total number of hours they individually spent on job development, the number of businesses contacted and the number of clients placed into jobs. Job Link staff must report this information at the end of every month to the billing department, so the data were readily available. Data were also collected on job opportunities that became available but could not be filled due to extraneous circumstances. At the completion of the study, a comparison was made between the total number of hours spent by the Job Link staff on job development and clients placement compared to the total number of hours spent by the researcher on job development and client placement. During the data collection, no information that could identify individual clients or individuals responding to the brochure was either collected or revealed.

Questions that were asked to businesses that responded to the marketing study were based on the information that was given to the researcher upon contact from the businesses. Questions that were asked included the following:

- 1.) What type of position(s) were you looking to fill?
- 2.) What are the qualifications for the position?
- 3.) What are the working hours? Could the hours be adjusted to meet the needs of clients using public transportation?
- 4.) What type of benefits do you offer?
- 5.) Do you have any experience working with Supported Employment services?
- 6.) If we are unable to assist you in your current employment vacancy may we contact you for future employment opportunities?
- 7.) Would you like to find out more about the program and the services we provide?
- 8.) Could we schedule a time where we could meet to discuss possible client placements?

Job Link staff also attended the monthly meetings of the Chamber of Commerce that were held during regular business hours. Brochures were distributed to interested members in attendance. The Job Link staff provided additional information on the services we offered as well as any other information that was pertinent to recruiting and hiring qualified job seekers.

## **Analysis of Data**

Upon completion of the collection of data, the researcher compiled the data from both the marketed business contacts as well as the Job Link staff. The statistical method used to compile the findings will be chi-square. The data were put into three categories. The first category answered how many job opportunities both the marketed and non-marketed groups provided as well as the total number of business contacts. The second category answered how many clients were placed into jobs. The third category answered how many work hours were spent on job development, whether or not any job opportunities were made available.

## **Summary**

In this chapter, the researcher provided an outline of the methods and procedures that were used to collect data in this research. Data were collected from March 1, 2004 through March 31, 2004. The collected data were used to answer the research goals as outlined in this paper. In Chapter IV, the data collected through this study will be reported.

## **CHAPTER IV**

### **FINDINGS**

This chapter presents the findings for this study to determine if there is a relationship between the use of a marketing study and the number of SE clients that were placed into jobs. One hundred forty-five brochures were mailed to randomly selected members of the Loudoun County Chamber of Commerce to answer the research questions. The findings of this research are presented in this chapter in the following sections: Business Perceptions, Client Perceptions, Staff Efficiency, Increased Opportunities and Summary.

#### **Business Perceptions**

Does sending a mass marketing brochure provide the business community with pertinent information regarding the services provided by the Job Link program? There were no replies from any of the local businesses that received a brochure through an initial mailing and follow-up mailing. Two of the brochures were returned by the Postal Service as undeliverable mail.

#### **Client Perceptions**

Will Job Link clients feel that their confidentiality has been violated if given the opportunity for employment via the use of mass marketing information? Since there were no responses to the marketing study, no clients were able to obtain employment from the use of the marketing brochure.

### **Staff Efficiency**

Can the use of a mass marketing decrease the amount of time SE staff spends on job development? Job Link staff spent a total of 55.75 hours on job development during the length of the study. The marketing materials did not produce opportunities for any job development.

### **Increased Opportunities**

The SE staff, during the length of the marketing study, contacted a total of 42 employers. These contacts resulted in two clients being placed into employment opportunities. There were no job opportunities generated by the marketing study.

### **Summary**

One hundred forty-five marketing brochures were sent to members of the Loudoun County Chamber of Commerce. This was done to determine if the mailing could increase the business community perception of the Job Link program, determine the affect on Job Link clients, decrease the amount of time required to develop jobs for clients and provide more employment opportunities for the clients. The summary, conclusion and recommendations about the study's results are presented in Chapter V.

## **CHAPTER V**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

The research conducted in this study is summarized in this chapter and followed with conclusions drawn from the results of the data analysis.

Recommendations for further study are presented as well.

#### **Summary**

Marketing consists of activities that satisfy the needs of customers through an exchange process. An organization has a service that businesses need and the businesses have something the organization wants. Supported employment has services and products, and businesses have jobs. In this process, each party receives a valuable good or service. It is important that businesses see supported employment as a valued good. The outcome of organizational marketing is to build relationships.

An organization that is considering marketing needs to understand what the customers are thinking about and what they are practicing. An organization needs to have a solid base of who the customers are, as well as a system that is going to monitor their thinking.

Job Link currently provides supported employment services to 118 adults. Of these, 81 are employed, 15 remain in the program but are not currently receiving active services due to extraneous circumstances, and 22 are in job development. Currently, there is a waiting list of 35-40, with an unknown number to be added in July 2004, from current high school graduating seniors. At the current time, adults on the waiting list may have to wait up to two years to receive SE services after being placed on the waiting list.

The results of a marketing plan can be varied and plentiful. Possible organizational benefits, and the significance of this study, could include the following:

1. A greater demand for services at the employer level.
2. A more supportive community which includes legislators.
3. An increase in status and reputation in the community and among customers.

This study included 145 members of the Loudoun County Chamber of Commerce. Each randomly selected business was sent a marketing brochure that detailed the services that Job Link provides to both the employer and the SE client. A follow-up letter was mailed to the same businesses 15 days later. The purpose of this study was to determine the relationship between the marketing of the Job Link Program to business members of the Loudoun County Chamber of Commerce and its relationship to employment opportunities for adults with significant disabilities. The following goals were established to guide the research and answer the problem:

1. How was the marketing program perceived by the business community?
2. How was the marketing program perceived by the SE community?
3. Did active marketing decrease the amount of time spent by supported employment specialists in searching for employment opportunities?
4. What effect did the marketing program have in providing more opportunities for supported employment clients?

In order to keep this study manageable the following limitations have been provided:

1. The list of Loudoun County chamber of commerce members used was the current listing, January 2004.
2. Any businesses with a mailing address outside of Loudoun County were not used in this study.
3. Business members currently using Job Link services were not marketed.
4. The study was conducted from March 1 through March 31, 2004.
5. Only those businesses that hired Job Link clients during the study were used for research purposes.
6. Job Link staff provided information and data for completion of the study.
7. Job opportunities may be lost due to lack of client interest or ability to perform job tasks.

### **Conclusions**

This research was guided by the following research questions:

1. How was the marketing program perceived by the business community?  
*There were no responses from the businesses that received both the brochure and the follow-up letter. The research indicates that the marketed businesses do not have any interest in the Job Link program at this time.*
2. How was the marketing program perceived by the SE community? *There were no responses from the businesses that received both the brochure and the follow-up letter. The research indicates that client input is not required at this time.*

3. Did active marketing decrease the amount of time spent by supported employment specialists in searching for employment opportunities? *The research shows that Job Link staff spent a total of 77.75 hours on job development. There were no responses from the businesses that received both the brochure and the follow-up letter. This would indicate that the marketing study did not decrease the amount of time employment specialists spend on job development.*
4. What effects did the marketing program have in providing more opportunities for supported employment clients? *There were no responses from the businesses that received both the brochure and the follow-up letter. This would indicate that the marketing study did not provide more opportunities for supported employment clients.*

### **Recommendations**

It does appear that a mailed marketing brochure explaining the Job Link services did not increase employment opportunities for clients. The marketing campaign also did not decrease the amount of time spent by employment specialists in developing employment opportunities for the clients. Therefore, at this time, it appears that a marketing venture such as this is not warranted and that the current method of job development, which is via cold calls, networking and canvassing local employment listings should be continued.

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## **APPENDIX**



**Loudoun County Community Services Board**  
Department of Mental Health, Mental Retardation  
and Substance Abuse Services

*Partners In Community Life Since 1973*

March 1, 2004

SERVICES FOR  
INFANTS TO SENIORS

**MENTAL RETARDATION**

- Parent Infant Education
- Case Management
- Employment Services
- Day Support
- Community Support
- Residential Services
- Family Support



Dear Local Merchant,

I am writing to introduce you to the Loudoun county Community Service Board's Job Link Program. Job Link connects Loudoun residents who have specific disabilities with matching job opportunities. It offers employers access to a non-traditional workforce.

Job Link has been operating since the early 1980's; and many area employers have benefited from using this resource. There is no cost to the employer. We offer the people who participate in our program work assessments, on-site job training, and on-going post employment support for as long as needed. Employers benefit from assistance in filing vacancies and our participant's benefit by becoming productive members of their home community.

Take a moment to look over the enclosed brochure to see if your business might benefit from this resource. Please be assured that your inquiry into the program will remain confidential.

Thank you for your time.

Sincerely,

Sara McInturff  
Vocational Specialist  
Loudoun County Community Services Board  
Job Link Program  
703-777-0522  
smcintur@loudoun.gov



*"The Job Link program has  
been a life saver for me!"*

*-Chris Kingery-  
Transportation Office  
Loudoun County Government*

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*"ATPCO's perspective of Job  
Link's program is an  
unqualified success."*

*-Jane Thoreson-  
Manager  
Airline Tariff Publishing Co.*

Job Link is a program of the  
Loudoun County Community  
Services Board which helps  
Loudoun residents with  
disabilities get and keep jobs.



For more information, contact:

Job Link  
906-A Trailview Boulevard, SE  
Leesburg, VA 20176

Phone: 703-777-0377  
Fax: 703-771-5367

# ***JOB LINK***

***Helping local  
businesses meet  
human resource  
needs since 1982.***



**Loudoun County Community Services Board**  
Department of Mental Health, Mental Retardation  
and Substance Abuse Services

*Partners In Community Life Since 1973*

March 15, 2004

SERVICES FOR  
INFANTS TO SENIORS

**MENTAL RETARDATION**

- Parent Infant Education
- Case Management
- Employment Services
- Day Support
- Community Support
- Residential Services
- Family Support



Dear Local Merchant,

A few weeks ago, the Job Link program sent you an information packet on our supported employment services and how our service could possibly assist you in your hiring efforts.

In our brochure, we included quotes from businesses that currently work with our program and clients. Please feel free to contact the businesses as to their own experiences with the Job Link program and services.

Our program also offers on-site training and support, which continues throughout the length of the employment, regardless of the length of that employment. This is one way in which the Job Link program differs from traditional employment services. Our clients are given the support needed to maintain competitive employment and become contributing members of their home community.

If you have any further questions about our program or are interested in filling an employment vacancy, please feel free to contact us.

Thank you for your time.

Sincerely,

Sara McInturff  
Vocational Specialist  
Loudoun County Community Services Board  
Job Link Program  
703-777-0522  
smcintur@loudoun.gov

