

## Manual for the Key Account Manager (KAM) in the Ripples in the Water program

The Ripples in the Water program emphasizes the importance of communicating on the same level as the employers do. Key Account Management is the common form of organization in most commercial businesses.

As KAM you are to be focused on how to make the most of your collaborating employers through service and follow up. The aim is to ensure a long lasting relationship and additional sales. The aim of this guide is to give you a deeper understanding of how to influence and control the outcome of the collaboration.

The KAM is the joint between the employer and the vocational rehabilitation enterprise.

The main duty of a KAM in this collaboration is to get to know the business through thorough survey and investigation, to establish relations and to ensure that the vocational rehabilitation enterprise offers the best possible service to the collaborating employer.

The KAM should possess the ability to sell as well as being able to work systematically.

It is important that the KAM is granted the time and space to perform the job in a professional manner. It is additionally important to provide the KAM with a certain position be-

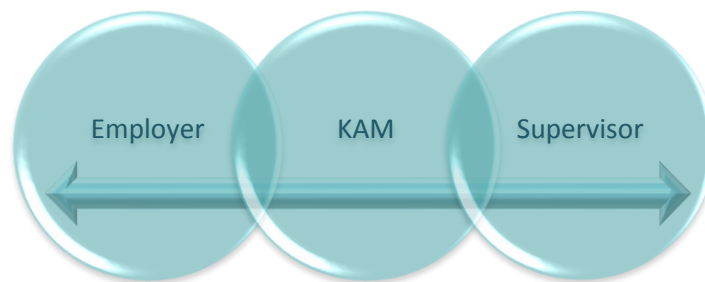
fore his or hers colleagues and coworkers to ensure profitable communication so that the KAM has access to every candidate who is ready for employment.

### Common expressions explained

- KAM: the job consultant who is main responsible for follow-up of collaborating employers
- Coordinating KAM: the KAM who coordinates which candidates are to be chosen for interview in cases where several vocational rehabilitation enterprises collaborate
- SKAM: KAM as "subcontractor" of candidates where other vocational rehabilitation enterprises are involved in the recruitment process
- Collaborating employer: a firm, business or enterprise entered into an agreement of recruiting through the Ripples in the Water program.
- Supervisor: the job coach responsible for the candidate, hired by the vocational rehabilitation enterprise
- Candidate: the person with disabilities

## Communication and coordination of the KAM role

**Recommended communication pattern where only one vocational rehabilitation enterprise is responsible for the recruitment service**



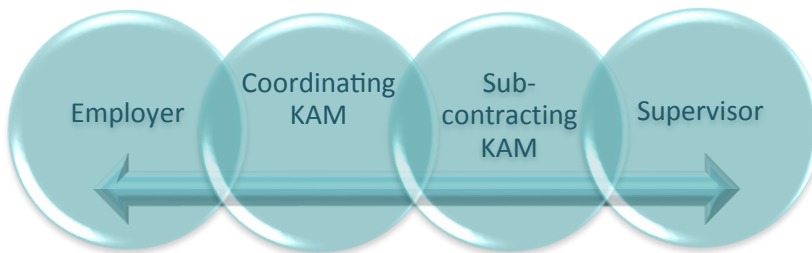
- KAM arranges an appointment with the employer in order to familiarize themselves with the business and charting possible employment requirements using the mapping scheme. See Mapping Scheme
- After completion, the survey form should be sent to the employer for approval
- In collaboration with the employer, the KAM is responsible to map out both long term and short term needs for recruitment and how to go by with the qualification process
- KAM suggests a schedule for the recruitment process of candidates and, optionally the number for how many candidates the employer wants to interview. Forward operation plan should contain: deadline for the delivery of candidates' CVs to KAM, week number or date of completion of the interviews and the approximate commencement date.
- Recommended deadline for referral of candidates is approximately 10 working days in order for the vocational rehabilitation service provider to have sufficient time

to search for candidates in their own enterprise. KAM and the employer agree on whether the candidates shall be submitted jointly or consecutively, before the deadline expires.

### **Further follow up**

- KAM is responsible for ensuring that the future employer is constantly informed of the progression and opportunities in the cooperation.
- Regardless whether or not there are candidates at work practice from the vocational rehabilitation enterprise, KAM should initiate regular meetings to nurture the customer relationship. If KAM does not immediately find a suitable candidate for a vacant position, the employer is to be kept continuously informed of what measures is being taken to accomplish the task of finding candidates.

## Recommended communication pattern where more than one vocational rehabilitation service enterprise collaborate regarding the recruitment



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- KAM suggests a schedule for the recruitment process of candidates and, optionally the number for how many candidates the employer wants to interview. Forward operation plan should contain: deadline for the delivery of candidates' CVs to KAM, week number or date of completion of the interviews and the approximate commencement date.
- Recommended deadline for referral of candidates is approximately 10 working days in order for the vocational rehabilitation service provider to have sufficient time to search for candidates in their own enterprise. KAM and the employer agree on whether the candidates shall be submitted jointly or consecutively, before the deadline expires.

- In case several vocational rehabilitation service enterprises cooperates with the recruitment process, the KAM responsible for the recruitment agreement takes on the role as "Coordinating KAM". Coordinating KAM sends job advertisement by e-mail to the other KAMs in the region, who then become subcontracting KAMs (SKAM). The request should include an assessment form and other relevant information about the business and the position.

- The task for the subcontracting KAM is to search for candidates in their own enterprise.
- The S-KAM informs the candidate's supervisor and the Coordinating KAM of any suitable candidates, along with documentation and contact information. The coordinating KAM submits the final list of candidates to the employer, along with CVs, application and any comments from the supervisor.



This picture was taken at an event gathering KAMs from the regions Buskerud, Innlandet and Oslo & Akershus. It took place at the famous Bear Park in Flå. The regional project leaders were responsible for the event.



The picture shows the KAMs from the region of Trøndelag, along with the project leader, at one of the monthly KAM meetings.

- When the employer along with coordinating KAM has selected candidates they want to interview, the coordinating KAM get in contact with the candidates' supervisors.
- When the employer has chosen a candidate, the Coordinating KAM informs both UKAM and the candidate's supervisor.
- The candidate's supervisor is in charge of follow up of the employer in the continuing process.
- The coordinating KAM does not communicate directly with employer unless there are any specific challenges or changes or need for new recruitment.
- If any changes or rescheduling occur in the hiring process, both coordinating KAM and SKAM is to be notified.

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#### Information from supervisor to KAM

- The aim of the information from the supervisor is to ensure that the KAM chooses the right candidate for the vacancy. Information according to checklist (described below) should follow the candidate. The employer can be given access to this information, with the candidate's approval.

#### Contents

##### CV

- The CV should be updated and reviewed before being submitted to KAM. It shall be written in accordance with the applicable standards for a modern CV, or by the use of WebCruiter. Adecco has hosted many courses in CV writing for vocational rehabilitation. See Attachements (later)

##### An assessment of the candidate in the view of vocational rehabilitation

- Own experience from being in contact with the candidate (or the experience of other people involved with the candidate), personal characteristics, special challenges, punctuality, attendance, etc.
- Experience with the candidate at the vocational rehabilitation enterprise - for example statements by the supervisor (or briefly about other relevant experiences if no experiences at the vocational rehabilitation enterprise)
- Need for adaptation, including needs for aids equipment
- Description of planned absences