

Please complete the
Pre-training Survey
if you have not already



**Customized
Employment
2.0:**
*Principles to
Practice*

**May 23-24,
2023**

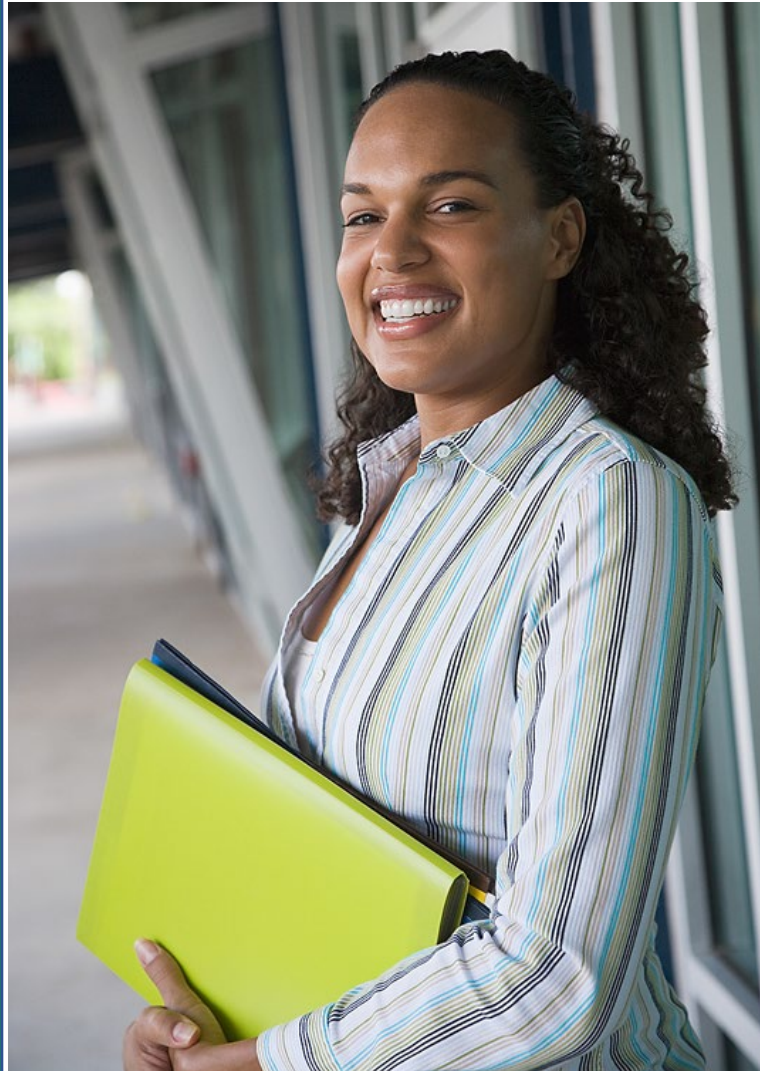
**Laura Owens
& Sara Murphy**



TransCen

MEANINGFUL WORK + COMMUNITY INCLUSION

Being an Employment Consultant is a very complex job



It requires:

- creative problem-solving
- a high tolerance for ambiguity
- the ability to pivot and deal with the unexpected!



Greatest Barriers Biggest Challenges

- As you help job seekers find and retain employment, what are your biggest barriers?
- What do employers say are the biggest challenges?



Qualities of Effective Employment Consultants

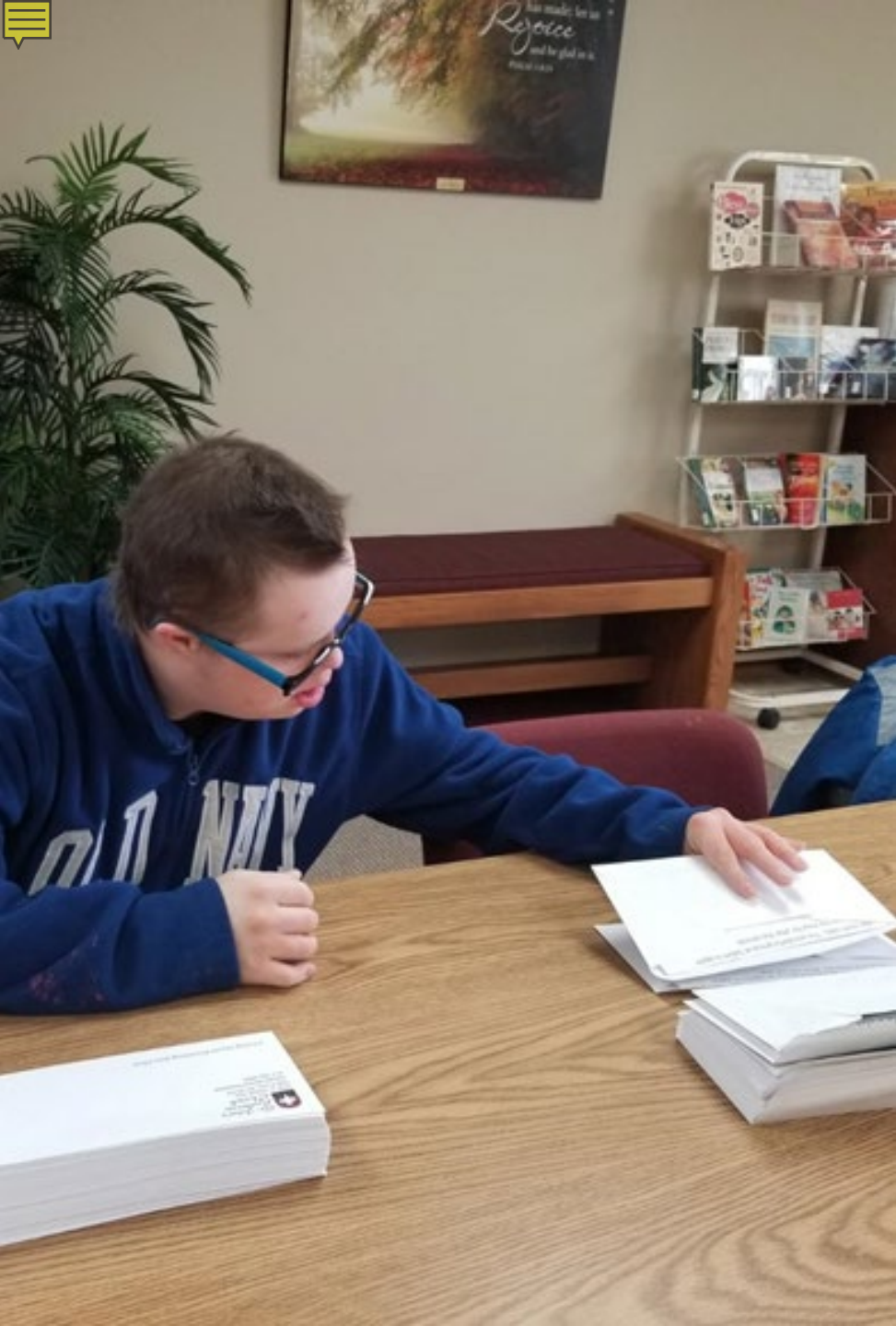
- Principled Optimism
- Cultural Competence
- Professionalism
- Networking Savvy
- Business acumen

*Rate yourself on a
scale of
1 - What is this?
to
5 - I got this!*

*Which of these is YOUR
biggest challenge?*

What We Did (and why it didn't work)

- Prevocational training - "job readiness"
- Made people "prove" they could work (workshops, enclaves)
- Focus on jobs, not careers
- Focus on the same, stereotypical "disability" jobs (the "4 f's")
- Low expectations ("realistic")
 - "People with disabilities should be spared the soft bigotry of low expectations" -Roy Grizzard (first Asst. Sec. of ODEP)
- Saw the job seeking process as asking for charity



What we are doing (and how it is working!)

- ✓ Presumption of employment - all means all
- ✓ Services versus Programs
- ✓ No more asking "Do you want to work?" but instead "Where do you want to work?"
- ✓ Providing opportunities - volunteer, job shadow, internship, community participation

Approach: Discover, Connect, & Support



Customized Employment

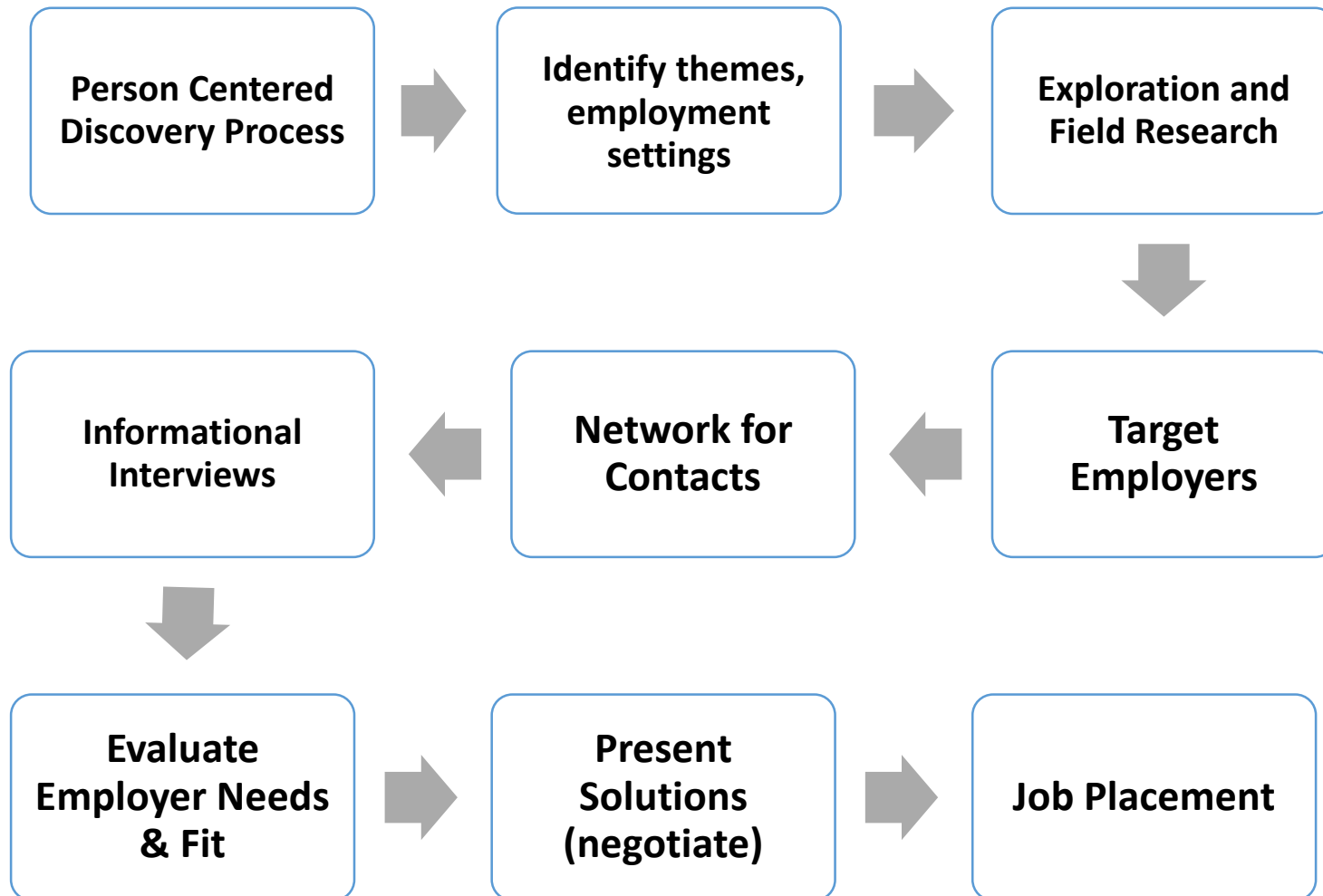
Not looking for jobs, it's about
creating opportunities

What Is Customized Employment?

...an individualized approach to employment planning and job development – one person at a time--one employer at a time. It is about building new positions based on the needs of an employer and the strengths of the job seeker. It is an effective way to assist people with more significant disabilities to become contributing members of today's workforce.

US Department of Labor,
Office of Disability and Employment Policy

Customized Employment Process



**Customized Employment
re-frames how we see job seekers with
disabilities and how we approach and
partner with employers..**



Help Wanted

Company looking for individual with developmental disabilities, autism and/or history of aggressive behaviors.

Extensive history of segregation preferred. Social challenges and anxiety, okay. Supportive co-workers.

Call for an application.

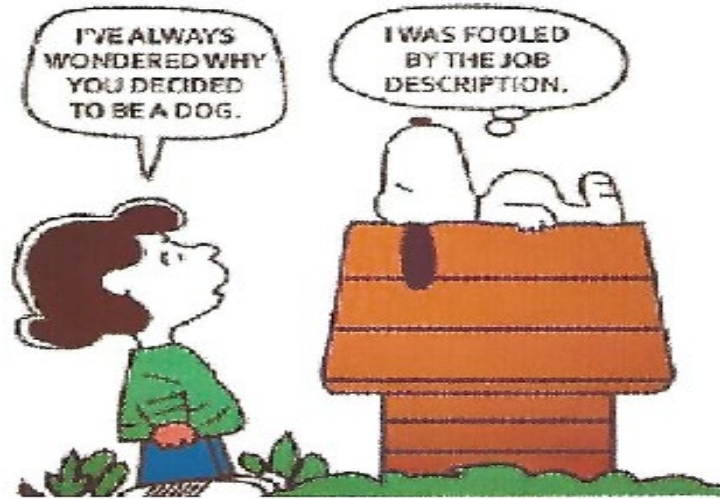
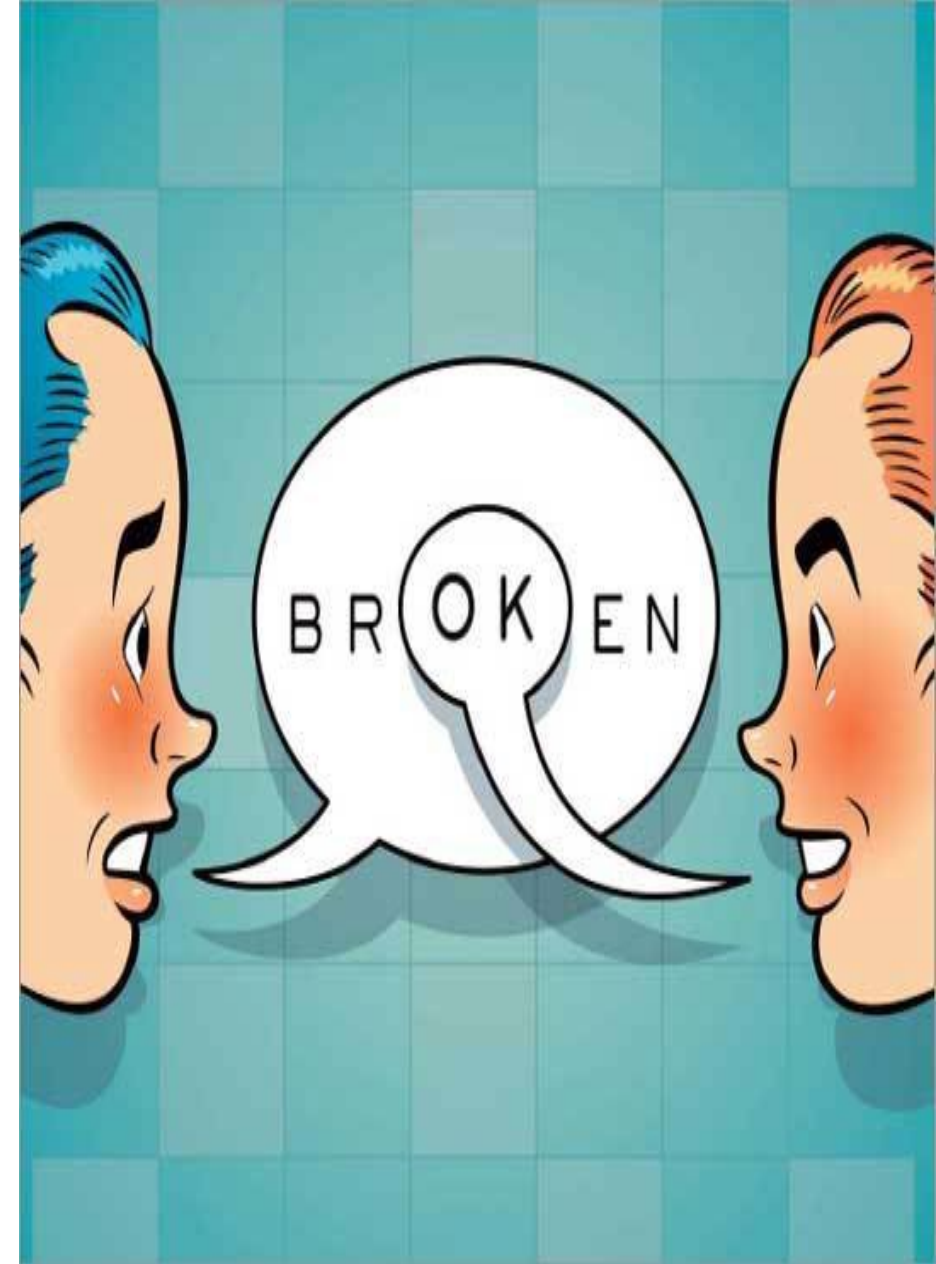


Image: Peanuts comic strip by Charles Schultz

Starts with Reframing How We See the People we Serve

- Focus has been on *Disabilities*, what is wrong or broken
 - Instead of what is **meaningful**. What defines this person?
 - What are their passions, skills, strengths and life experiences
- Skills vs.
Deficit list





Meet Kip

Reframing KIP

What Kip's file said:

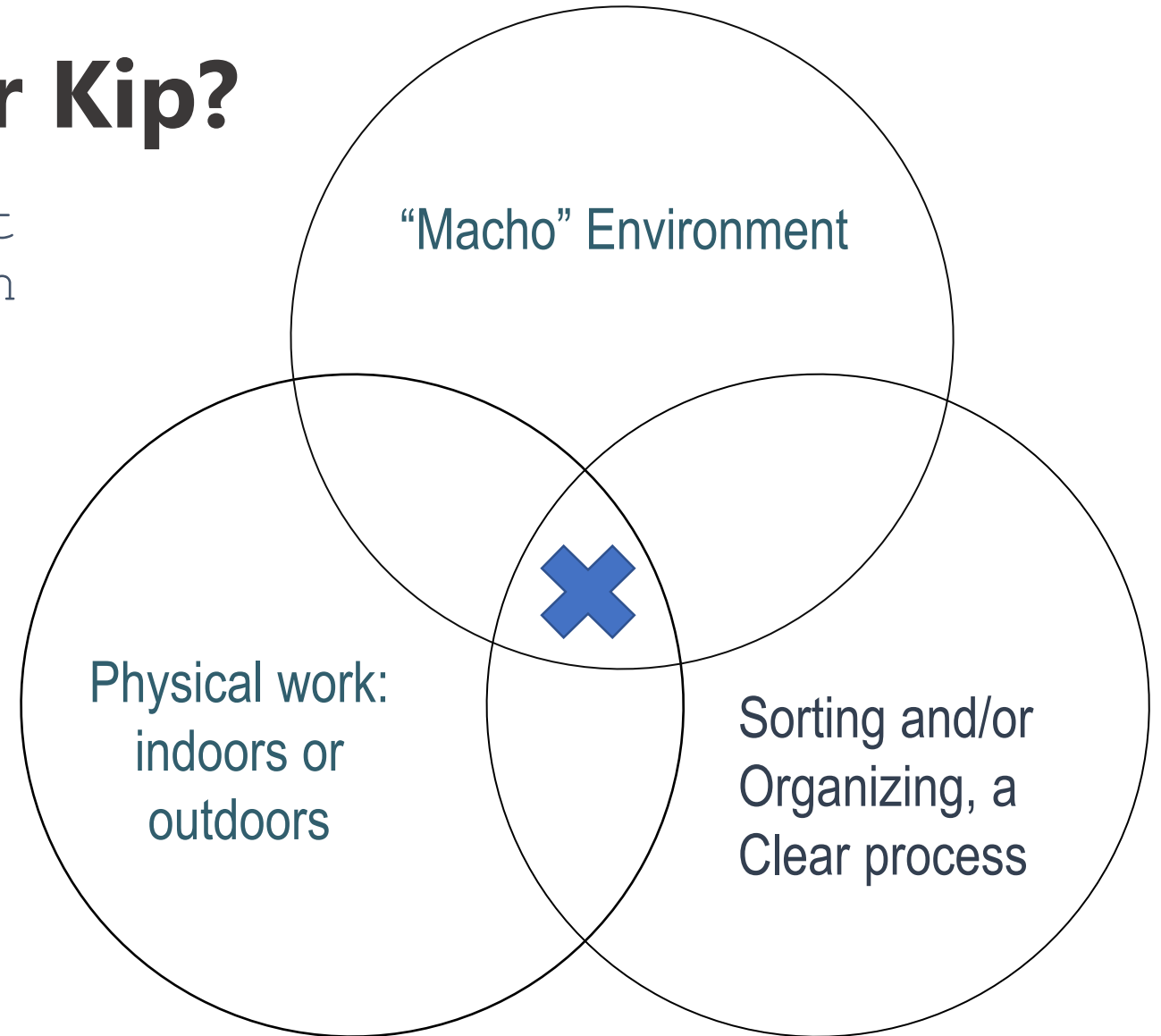
- Institutionalized for 15 years
- Non-verbal
- Aggressive behavior
- Autistic behaviors
- Hyperactive- can't focus
- No functional academic skills

What we Discovered:

- Gets his message across- chatters and smiles when happy
- Physical guy
- Hard worker, good coordination, likes to move
- Likes to sort, match and organize things (basic)
- Loves the outdoors

What's a good job for Kip?

VENN diagrams help us target employment settings based on the individual's unique characteristics.

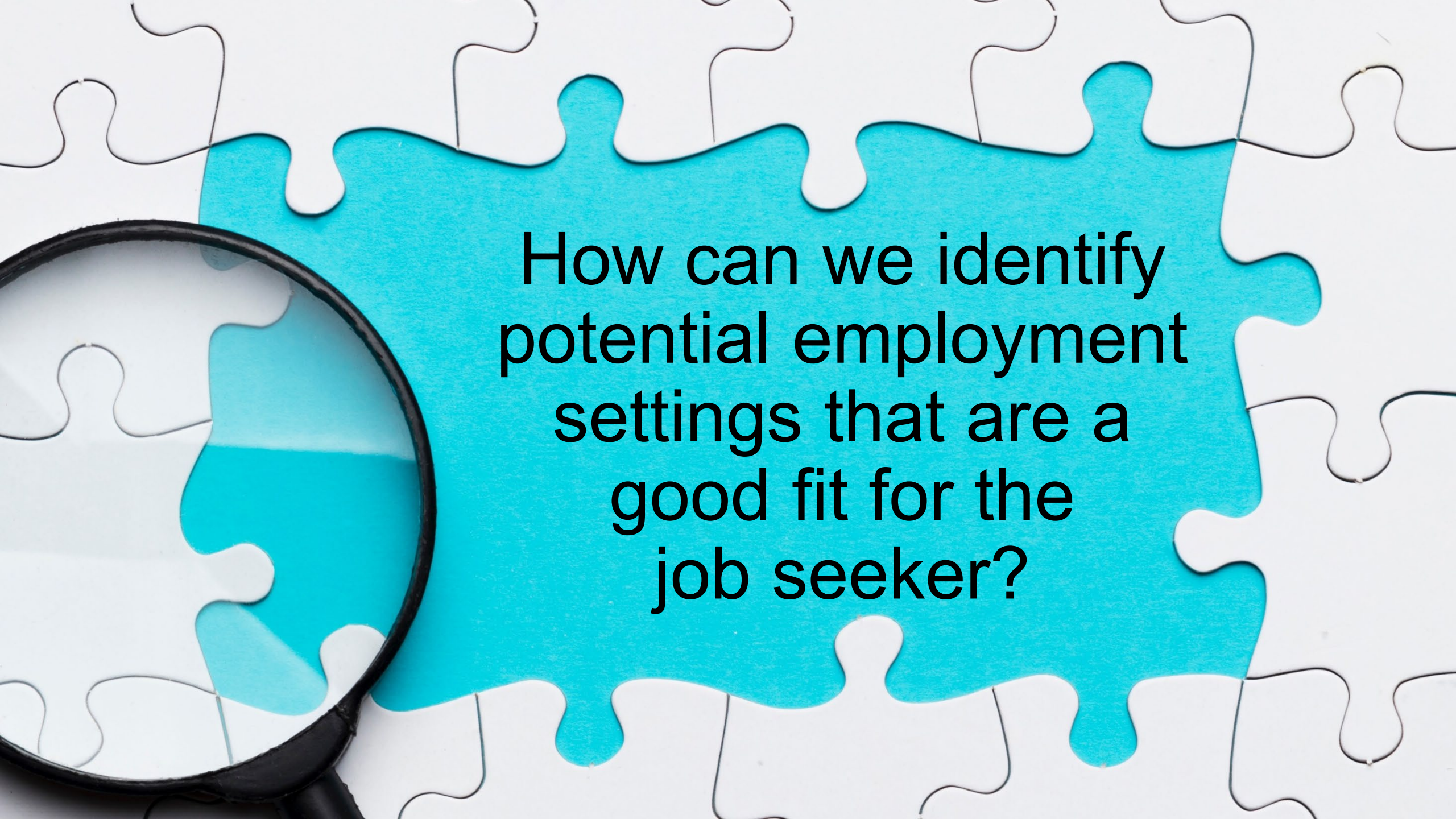


What did Kip and the Sausage Factory teach us?

- There is a job for everyone who wants one.
- Looking at the job seeker's skills and interests will lead us down the right path. (Look for "rays of light"- and employers who will value these)
- A solid understanding of an employer's needs and long-term, established relationships are critical.
- Employers hire motivated people who are excited about their business- and can help solve a problem.

CE: A Skills, Not Deficits, Approach

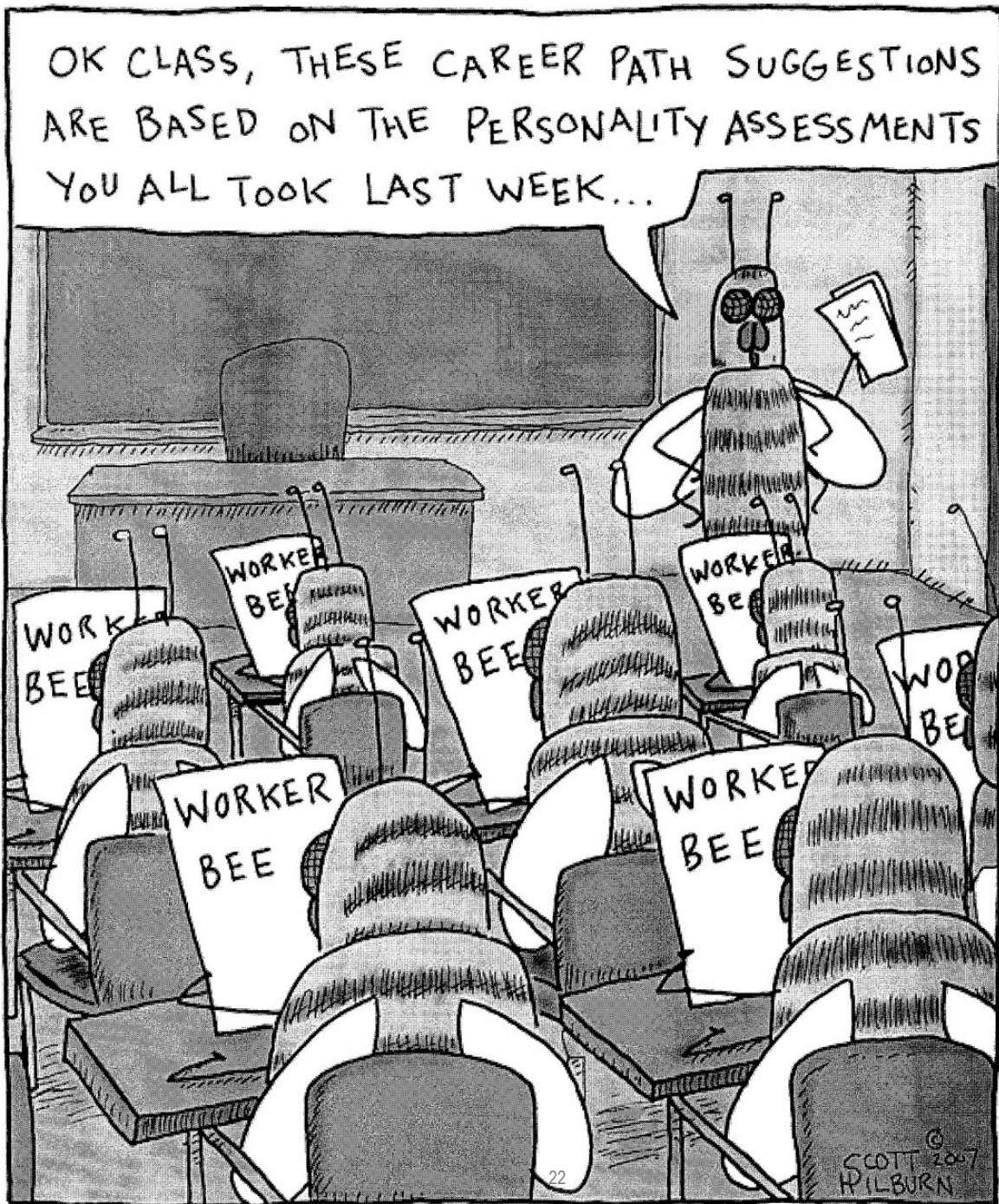
- Focuses on job seeker's strengths and preferences
- Presumes all job seekers are ready to work
- Person-centered, discovery process is essential
- Identifies what a job seeker likes to do- and can do
- Profile is used to target businesses where job seeker's unique characteristics and skills will be seen as assets
- Shifts the conversation with employers away from "Disabilities" to "*adding value*"

A magnifying glass with a black handle and frame is positioned on the left side of the image, focusing on a large, light blue puzzle piece. The puzzle piece is set against a background of white puzzle pieces. The text is centered on the blue piece.

**How can we identify
potential employment
settings that are a
good fit for the
job seeker?**

Discovery

The question is not IF a people can work, but WHERE will they add value



The problem with our typical assessment process

Exposure

Interest

Motivation

Employment



Volunteering and Internships

“This is not just about bagging rice”



It's about learning employability skills and “giving back”

Learning to listen, not lead

How good of a listener are you?

Customized Employment

Starts with a discovery
process
and building a profile

We need to learn to listen
to our job seekers- not
lead.



Sue Austin, Artist and Scuba Diver

Interviewing and Active Listening

- Review person's file - but verify what you read
- Meet at the person's home or someplace neutral
- Get the person talking
 - Ask Open-ended questions: "Tell me about yourself"
"What do you do for fun?", "What do plan to do after school?"
 - Repeat back or rephrase what the person says
 - Be quiet- Silence is golden, and really uncomfortable
- Conversations vs. Interrogations
- Take notes and ask for clarification

Where can we learn the most about a person?

Where are we most relaxed? Where are we at our best?



Talk with Family and Friends

- Take a walk with the person – Where do you go? Who are your friends? What do you like to do?
- What do you do at home? Chores? Fun?
- Identify potential sites/activities for “doing something together”
- Identify additional people to interview
- Any ideas for local employment?
- Look at accessibility/transportation options



Back to the bedroom...How would you start a conversation with this young man?



Building a Profile

Looking for Nuggets of Gold
Where this would the Job Seeker
SPARKLE?

Killer Concepts



- ☹️ Readiness
- ☹️ Realistic
- ☹️ Low expectations

“People with disabilities should be spared the soft bigotry of low expectations”, Dr. Roy Grizzard, First Assistant Secretary of ODEP


Positive Personal Profile

- Starting point for determining skills and interests and what motivates a person
- Simple one-page form
- An encouraging, empowering document. Focused on strengths, values and interests.
- Reframes how we see the people we support and how they see themselves
- A starting point for Job Development

Positive Personal Profile

- What are my skills and interests?
- What is meaningful to me?
- What are my dreams and goals?
- What are my life experiences?
- What do I value most in my life?
What guides my actions?
- Any unique talents?

What is your profile? What is meaningful for you?



TransCen
Positive Personal Profile

Name: _____ Date: _____

<p>Dreams and Goals: What do you really want to learn or do? What is your dream job? What do you hope your life looks like in 3 to 5 years?</p>	<p>Interests: What activities are you enthusiastic about? Do you have hobbies? What are your passions?</p>
<p>Talents, Skills and Knowledge: What are you good at? What are your natural gifts?</p>	<p>Learning Styles: How do you learn best? Tell me about a thing you have learned successfully</p>
<p>Values: What is important to you? What are your passions? What guides your life?</p>	<p>Positive Personality Traits: What do people compliment you on? What makes you a good friend?</p>
<p>Environmental Preferences: Do you prefer to work alone? With people? Outdoors or indoors? In a silent place or noisy?</p>	<p>Dislikes: What types of jobs would you hate? What kinds of things do you not like doing? Any "deal-breakers" or things that make you mad?</p>
<p>Work Experiences: Talk about your previous places you worked. What did you learn there?</p>	<p>Support System: Who do you go to for help? Who do you look to for advice?</p>
<p>Specific Challenges: Are certain things troublesome or hard for you? What might impact your success in the community or at work?</p>	<p>Solutions and Accommodations: How do you deal with or overcome these difficulties?</p>
<p>Career Ideas, Community Connections and Possibilities to Explore:</p>	

How Can a PPP be Used?

- Developing resumes
- Preparing for interviews
- Developing goals for an individualized plan
- Determining further assessments or work experiences
- Identifying a Job seeker's strengths (aka FEATURES)
- Targeting employment settings and marketing the job seeker

Positive Personal Profile

Name: Ryan

<p style="text-align: center;"><i>Dreams and Goals</i></p> <p>Ryan's IPE mentions "Stocker" as his dream job. After meeting with Ryan, his parents, teacher, and counselor believe Ryan could be capable and interested in other careers and goals. Ryan would be happy to work in any industry that involves sports.</p>	<p style="text-align: center;"><i>Interests</i></p> <p>Sports, Brewers, The Milkmen, Boy Scouts, Special Olympics, Mascots, Baseball, Basketball, recreational swimming, hockey, football, animal lover, enjoys socializing, volunteering, watching ice skating, video games, shopping.</p>
<p style="text-align: center;"><i>Talents, Skills and Knowledge</i></p> <p>Ryan has experience in stocking laundry, organizing, hospitality, customer service, punctual, cut grass, snow blow, vacuum, making the bed, working with tools.</p>	<p style="text-align: center;"><i>Learning Styles</i></p> <p>Ryan is a hands-on learner. He is also a good visual learner. He will listen to instructions well but learns best with a visual example first.</p>
<p style="text-align: center;"><i>Values</i></p> <p>Ryan values his community and family. Ryan is very helpful and always social to his peers and others. Ryan values sports, especially local teams</p>	<p style="text-align: center;"><i>Positive Personality Traits</i></p> <p>Ryan is creative, helpful, punctual, friendly, organized, relaxed and calm most of the time, social, sweet, caring, and thoughtful.</p>
<p style="text-align: center;"><i>Environmental Preferences</i></p> <p>Ryan likes both indoor and outdoor environments although hot weather is not ideal for Ryan due to his Charcot Marie Tooth disability. Ryan is not affected by a noisy environment and could work in both a quiet or loud space. Ryan can work with groups of people. Ryan would thrive in a slower pace position.</p>	<p style="text-align: center;"><i>Dislikes</i></p> <p>Ryan dislikes paperwork, writing and reading.</p>
<p style="text-align: center;"><i>Work Experiences</i></p> <p>Rupena's Fine Food- Stocked items South Point Nursing Home- laundry attendant Dycora- Busser, cleared tables, prepared tables, customer service. The School Store- Stock items, sell items, count change, check out customers.</p>	<p style="text-align: center;"><i>Support System</i></p> <p>Occupational Therapist, Ms. Citowski teacher), Mother(Linda), Father (John),</p>
<p style="text-align: center;"><i>Specific Challenges</i></p> <p>Ryan has balance and endurance issues when it comes to his legs. No excessive bending, lifting or standing for long periods of time. Ryan also has limited functions in his hands.</p>	<p style="text-align: center;"><i>Solutions and Accommodations</i></p> <p>Having the option to sit while at work. Using his leg braces when he becomes tired Making sure tools he needs to use works with his limited hand dexterity</p>
<p>Career Ideas and Possibilities to Explore:</p> <p>The Milkmen baseball farm league is having a job fair this week with multiple positions. The Brewers hired Ryan last year as a greeter/organizer/stocker for the team store. Fiserv Forum or the Wave. Petit Center or a YMCA.</p>	





Time for an Activity

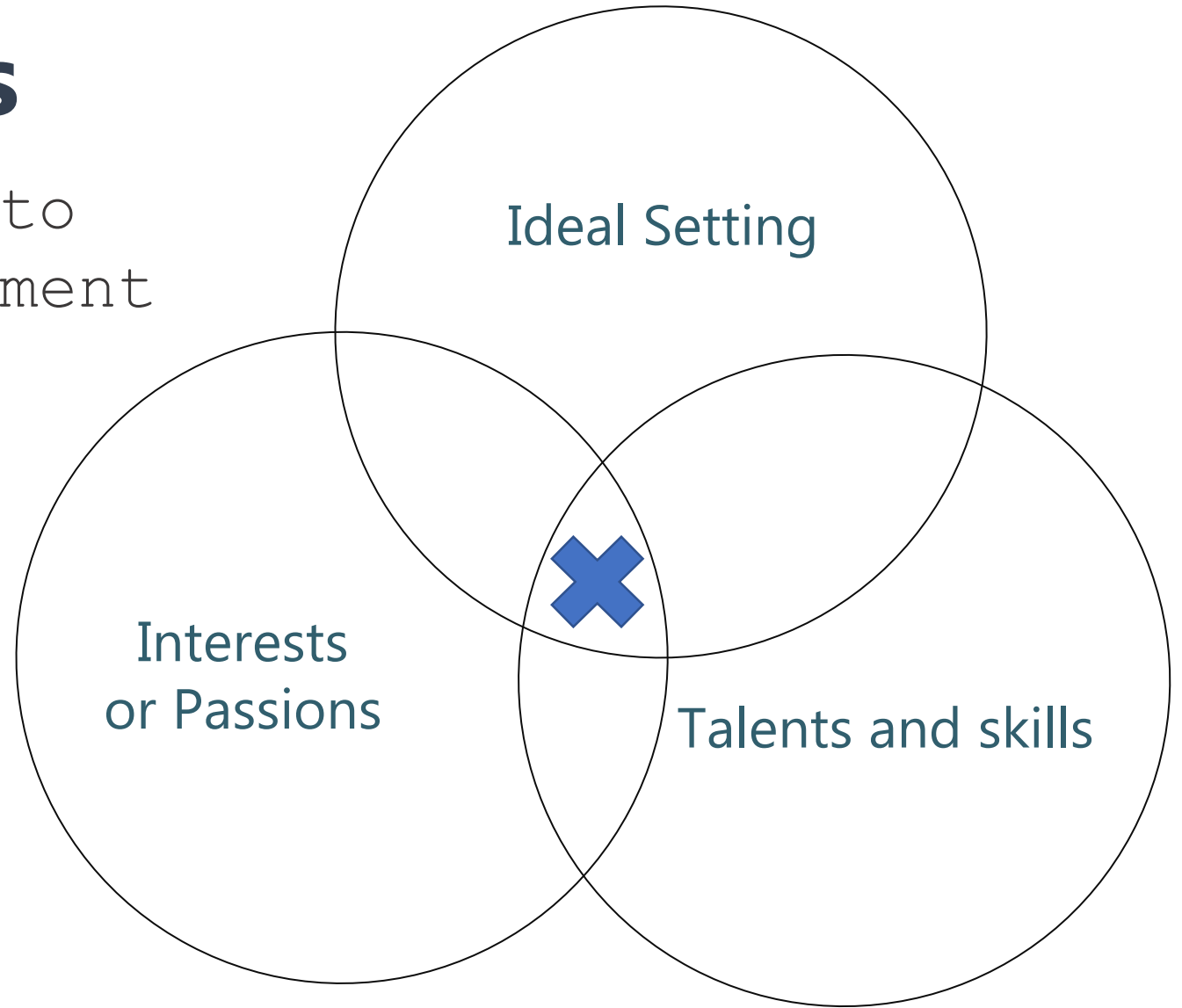
- Test drive the PPP and profile yourself
- Share your answers with your elbow partner
- What was this like for you? Was it easy or hard to fill it out? What was challenging?
- How might you use this to gather information about a job seeker?
- How might you gather additional information about your job seeker?

Targeting Potential Employment Opportunities

Using Venn Diagrams to “get out
of our boxes”

Venn Diagrams

Use Venn diagrams to help target employment settings



Call a Meeting...

- Bring the team together. The bigger the group, the better. Family, friends, neighbors, staff.
- Lots of different, perspectives and experiences in the room
- Prep the job seeker so they are ready to facilitate, advocate and actively participate
- Make it fun, make it visual
 - Venn Diagrams
 - Graphic language
 - Computer with internet access

Reframing Mattie

What Mattie's file said:

- Developmentally disabled and deaf and blind
- Lived in an institution most of her life
- “Failed” at several work placements
- Nonverbal
- “Behavior outbursts”
- Moves slowly

What we Discovered:

- Very curious
- Loves variety and learning new things (like tactile communication)
- Likes working with her hands
- Always smiling
- Enjoys cooking (smelling the food, stirring, pouring)
- Loves swimming (especially the whirlpool)

Positive Personal Profile

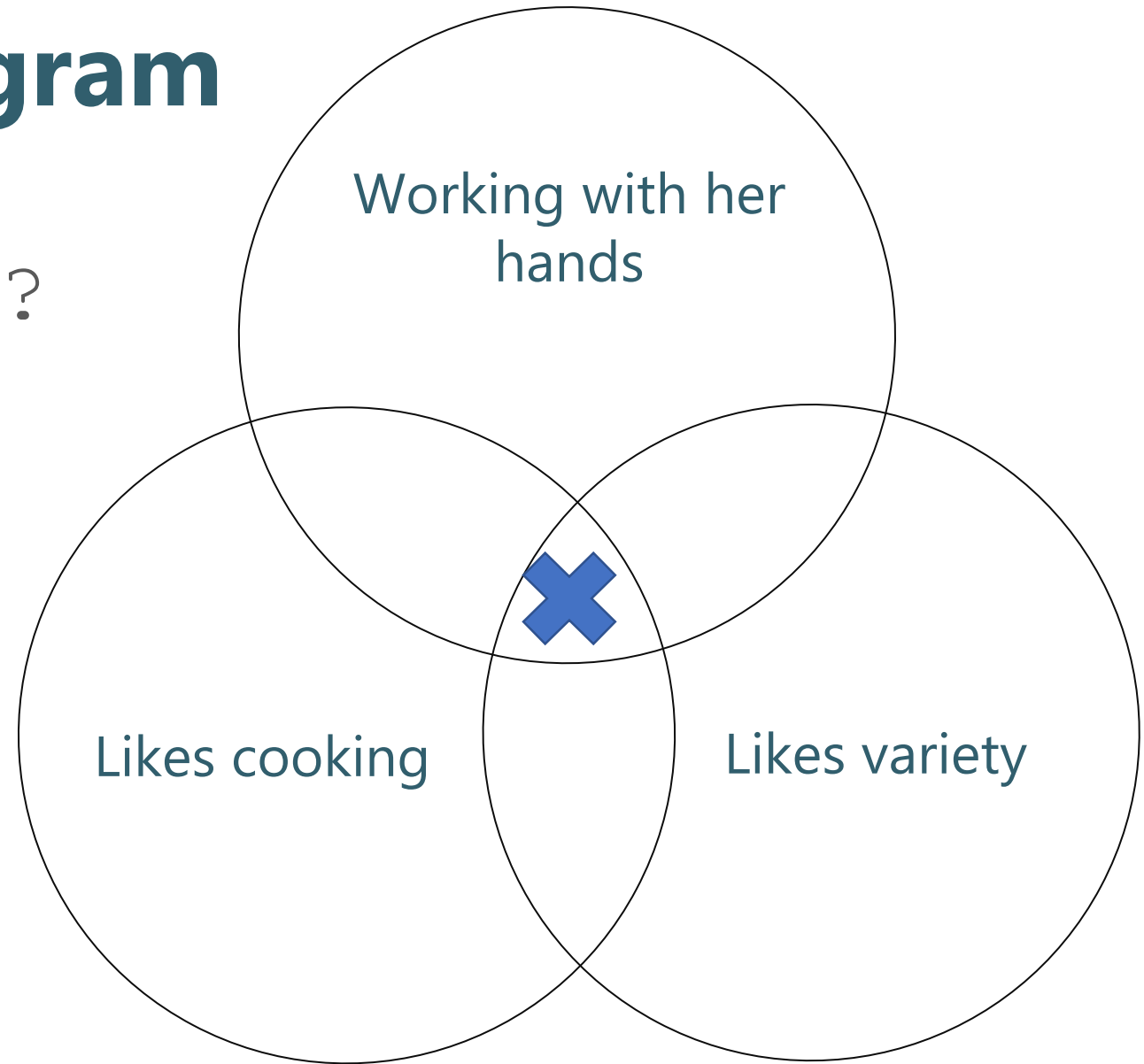
Name: Mattie

<p>Dreams & Goals: Wants a job working to keep active and something with a variety (not just one sedentary task) Wants her own apartment some day with her own room Wants friends and to meet new people Wants to swim and be active</p>	<p>Interests Enjoys being active – likes to swim, go for walks, exercise bike, Zumba (with loud music), whirlpool Likes to cook – stirring, pouring (enjoys the smells of food) Loves nice smells – lotions, sprays from Bath and Body Works</p>
<p>Talents, Skills & Knowledge: Learning tactile communication to express wants/needs Learns quickly Works hard – doesn't stop until the job is done Good work ethic Good fine motor skills – likes to work with her hands Has done some assembly type work in past</p>	<p>Learning Styles: Bodily/Kinesthetic/Hand over hand Demonstration and showing her how to complete a task Walking her through an entire process is helpful so she sees the end product Routine process is helpful</p>
<p>Values: People who have high expectations for her People who are patient with her She likes to be active and likes routine – providing information in advance is helpful (e.g., letting her know when it is time to change activities or when</p>	<p>Positive Personality Traits: Quiet but curious – she is always walking around and touching things in her environment Very happy and enjoys being around others</p>
<p>Environmental Preferences: Enjoys variety – loves to move around Likes organized places Does not like the cold but enjoys being outside when it is warm</p>	<p>Dislikes, Quirks, & Idiosyncrasies Doing tasks or activities she doesn't like (she will let you know by pulling away or making a noise) Sways back and forth; moves her head from side to side; slaps her chest when she has completed a task</p>
<p>Life & Work Experiences: Had several work experiences while in school but did not match her interests Guardian took her places in the community</p>	<p>Specific Challenges: Behavior is her way of communicating in many cases until she learns her tactile signs/tiles (and we increase the number of tiles). Overwhelmed with a lot of instruction – slow and methodical instruction is best.</p>
<p>Solutions and Accommodations: Work on tactile signs and use of tiles Give Mattie space and time to explore her environment</p>	<p>Support System: Guardian Employment Consultant Group home staff</p>
<p>Possibilities & Ideas to Explore: Pizza Hut (near new group home) Lake Shore Hospital</p>	

Mattie's PPP

Mattie's Venn Diagram

What might a good job for Mattie be?



Mattie's Jobs

18 years at Pizza Hut



12 years at
Menomonee Falls
School District



Employer Engagement

We MUST reframe how we approach
and partner with business

What Employers say about Hiring People with Disabilities:



"As much as we want to be compassionate, we have to meet the bottom line. Any employee has to contribute to the bottom line. Our question is, what can you (service providers) do to help the bottom line?"

*Alison
Mitchell, VP*

Appletree Credit Union

The Old Way to Job Develop

- Looking for easiest jobs to find (high turnover, low pay)
- Selling “disability” (i.e., *“Hire the Handicapped”, “Untapped labor pool”, “give’em a chance”*) – deficit marketing
- Emphasizing quotas, tax credits, OJT or other stipends
- Cold calling, carpet bombing and job stuffing
- *“Job carving” vs. building jobs based on employer needs and a job seeker’s strengths*
- Focusing on just the job seeker, not the business
“Social service” vs. “employment service”

With Customized Employment, We must switch Hats

We must stop selling “disability” and start selling “customized business solutions”

**Social
Service**



**Employment
Service**

What Employers Want from Employment Service Providers

- Know my company
- Know my job requirements
- Know the applicants' abilities
- Know the business/market
- Make frequent contact
- Follow up and respond quickly
- Help me learn how best to supervise my employee
- Business expects: Timeliness, Action, Quick Decisions = Quality Customer Service!

Marketing vs. Selling



"It is better to find out what your customers need and want and then match it to what you have, than it is to get them to buy what you are selling."

Quote 3

“

It is important *to market your services* to employers. But first, you must determine what employers need. Then, identify what you can provide to meet that need.



Karen Freeman, Manager
Target

What's Your Elevator Speech?

What do you say
when someone asks, "what do you do?"

Effective Elevator Speeches

1. **Are Short.** An elevator speech is NOT a sales pitch. Think 3 to 4 sentences!
2. **Use Everyday Language.** Avoid our jargon or sounding like a salesman
3. **Start a Conversation.** Ask a question of your listener. A successful elevator speech is when the other person says "Interesting. Tell me more."



Frame your Message: Use Positive Language and Business Terminology

- Look at your agency's branding & website
- No social service lingo or acronyms
- "Candidates" vs. "clients/consumers"
- "Systematic , routine tasks", "entry level" vs. "easy, menial jobs" or "repetitive work"
- "Recruit and screen candidates" vs. "job development"
- Business tools and principles (i.e. Lean, Six Sigma)
- "Orientation and training" vs. job coaching
- Tools vs. accommodations

The Curse of Jargon...



Advantages & Benefits for Employers

- Cost effective way to improve work flow and reduce waste
- Supports core staff so they are able to concentrate on key aspects of their positions
- Productive, dependable, loyal employees
- Reduces recruitment and training costs for support positions
- Diversifies the workforce
- Leverages resources of employment service to assist with orientation and training of the new employee.



What's your *Elevator Speech*?

You are in an office building—riding to the 10th floor. You are talking with folks and one of them says “**What do you do?**” You have 6 floors left to tell your story, start a conversation and make a connection.

What will you say?

10 Things to Remember:

1. **DO NOT SELL DISABILITY**
2. You get only one chance to make a big impression. Use it!
3. Who is your audience? An employer? A job seeker/family member? A funding partner? Look for a way to connect or hook them. What will interest them most about what you do?
4. If you don't know your audience- keep it open, make it exciting. Hook them. Make them want to know more. “I make dreams come true and change lives. What do you do?”
5. Be brief. Keep it short- 3 to 4 sentences max. You are starting a conversation, not delivering a monologue
6. Leave them wanting to know more.
7. No social service lingo or jargon. Never use acronyms or mention government agencies.
8. End with a question- Keep the conversation going. “And what do you do?” Is a good one!
9. Make it your own words- if it sounds like a script or a sales pitch you will scare people.
10. Develop a couple key phrases—practice these in front of mirror until they roll off your tongue.

Activity

Write an Elevator Speech – Think about your audience



Networking and Building Relationships

Learning about business needs and
building relationships with employers

Employers say...

- They are **neutral** about hiring people with disabilities; the only contact they have is with you!
- Start **wrong direction** - let me tell you about our services
- First meeting - **build relationship & trust**
- The majority would go to their **business organization** for employment related information

Employer Relationships



Getting from “Contact” to “Job”

- Know how a business works and more importantly, how it doesn't
- Build a relationship with the employer and determine if your job seeker can help improve an employer's ability to do business (“Prospect”)
- “It's the perfect place!” Present ideas and job seeker (Here is where you talk “Jobs”)

Where to Find Contacts

- The Internet (e.g., Linked-In, Google, Facebook)
- Business section of newspaper or business publications
- Chamber of Commerce and other professional organizations
- American Job Centers
- In your neighborhood/building
- Carpools, elevators & dinner parties



Everyone is a Job Developer!

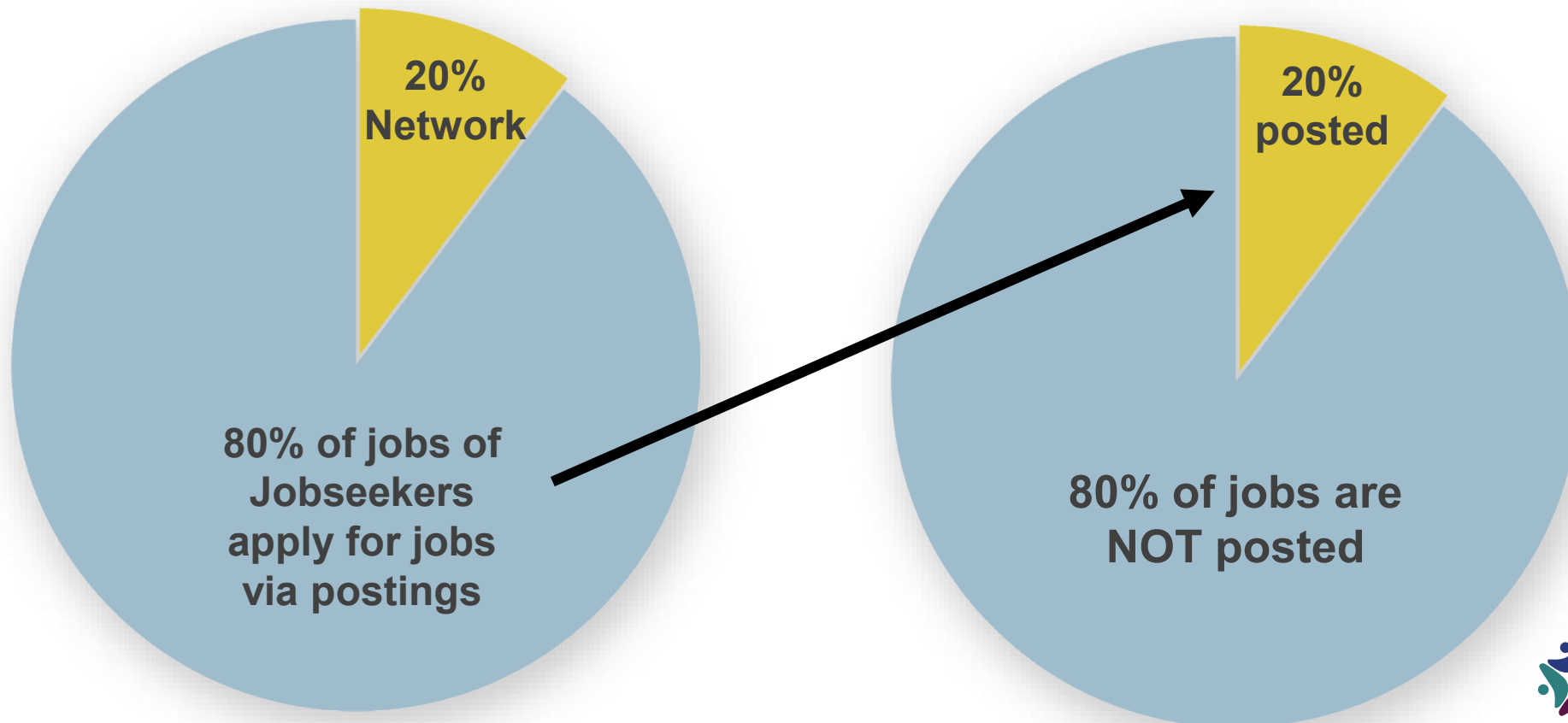
- Everyone in your agency - set up a white board
 - Board of directors
 - Administrators
 - Others...
- Personal and professional networks
 - Job seekers, family, friends, neighbors



Why is networking so important?

80% of job seekers only apply for posted positions.

But, only 20% of jobs are ever posted.



Networking



- Not a sales call...it's about connecting & developing relationships
- Go where employers are (business groups, activities, etc.)
- 24/7 effort - everyone's job!
- Networking opportunities can happen anywhere, anytime
- Networking is a two-way street
- Have an "elevator speech", ask good questions, be interested and follow up

Personal Sphere of Influence

You Already Know All the People You Need to Know!

- Immediate family - distant relatives
- Close friends - casual acquaintances
- People you do business with - mail carrier, plumber, tailor, barber, dry cleaner, deli counter clerk, gas station attendant, etc.
- People who do business with you - family members, other businesses, school personnel, etc.





Time for an Activity

1. Write down all the names of people you know who immediately come to mind (Don't prejudge or prequalify people)
 - Go through professions - doctors, chiropractors, banker, plumber, barber, etc. and write down the names of people you know
 - Go through associations - religious, political or business affiliations and write down the names of people you know
 - Go through your social media...
2. Keep writing names of everyone you can think of...



Now...

3. Write down your "ideal" job - if you weren't doing this job!
4. Introduce your self to your group and identify your "ideal job"
 - Choose one person from your table who will be the job seeker (based on ideal job they identified) - for example, Dionne wants to be a Lion Tamer
5. Everyone look through YOUR contacts on your phone, on Facebook, Instagram or LinkedIn. Count the number of contacts you have who know about this kind of job or industry? How could they help you and the job seeker (e.g., Dionne wanting to be a Lion Tamer)

Learn how to work your network!



The key to landing a good job is patience, persistence and timing. And networking.



Networking is like dating...

- Have to do a lot of it
- Go to where employers are
- Develop trusting relationships
- Understand their needs
- Follow-up (forever)



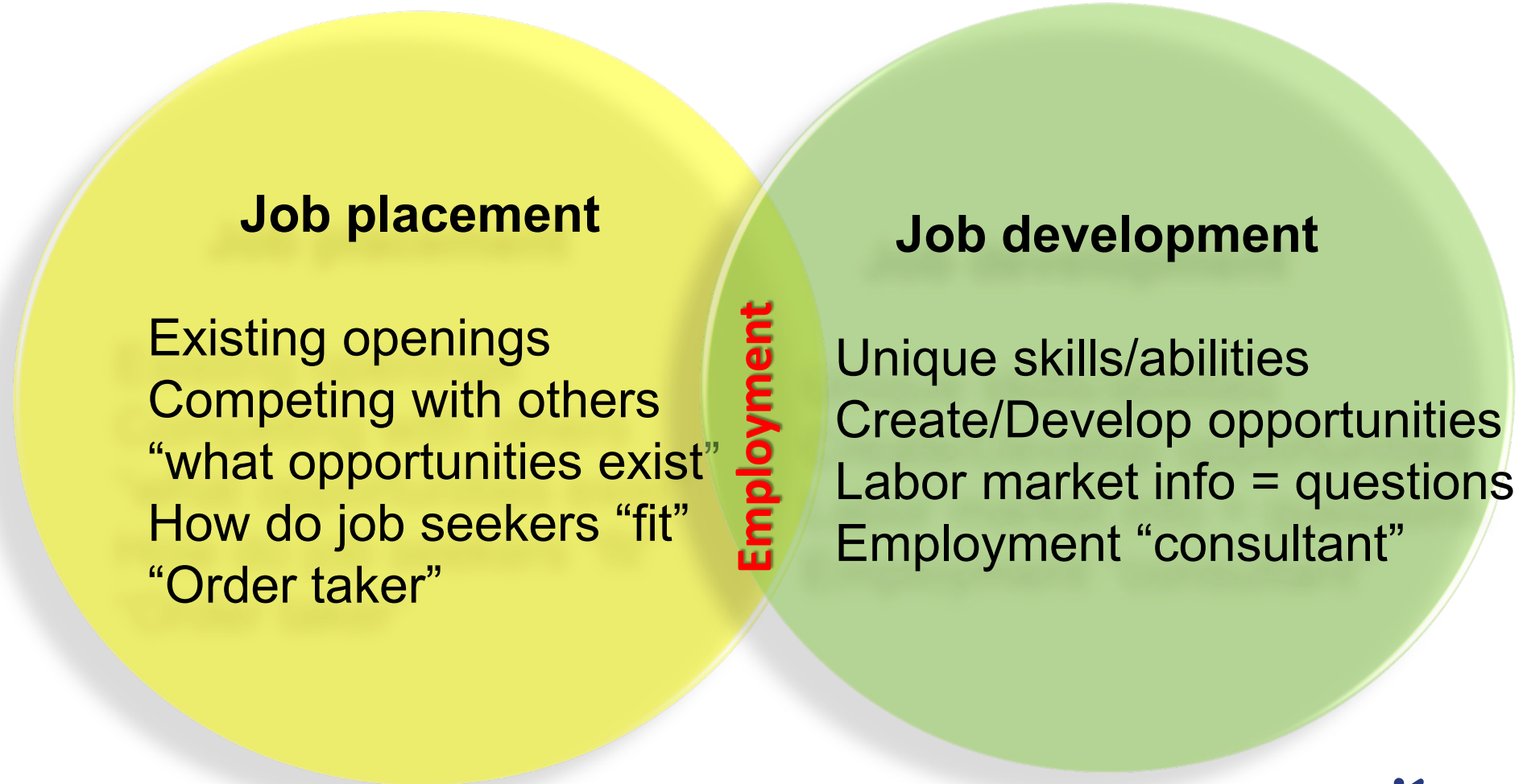
**ENGINEERED LABEL &
ADHESIVE SOLUTIONS**



Day 2: Informational Interviews

Talk to employers to learn about
their businesses

Job Placement vs Job Development



Shift in focus...

Traditional

- Sees limited job market
- Hears “We do not have any jobs open”
- Identifies jobs through existing positions

Customized

- Sees job possibilities everywhere
- Hears “We do not have any jobs open **NOW**”
- Identifies jobs through creativity, observation, proposals & relationships

How Do You Get in the Door

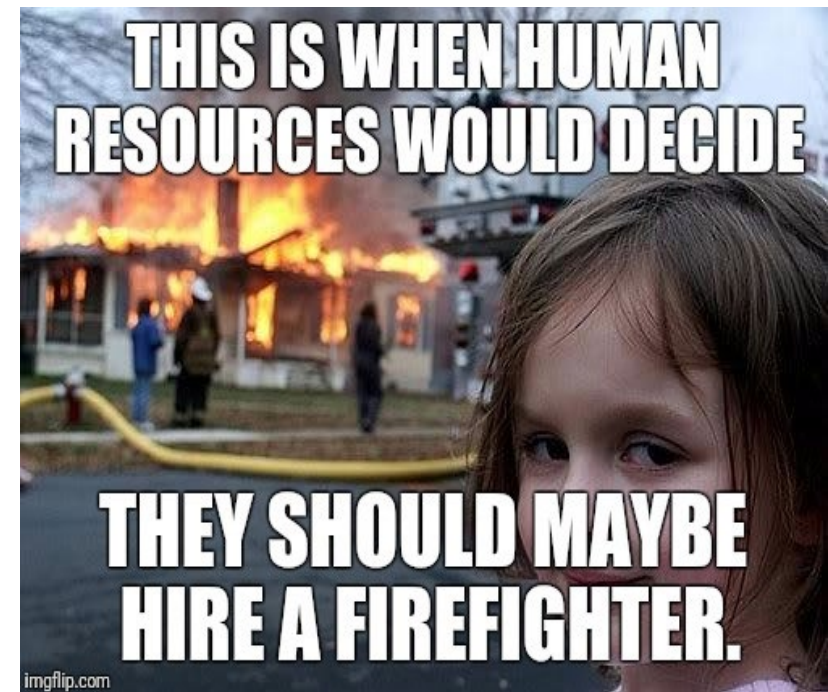
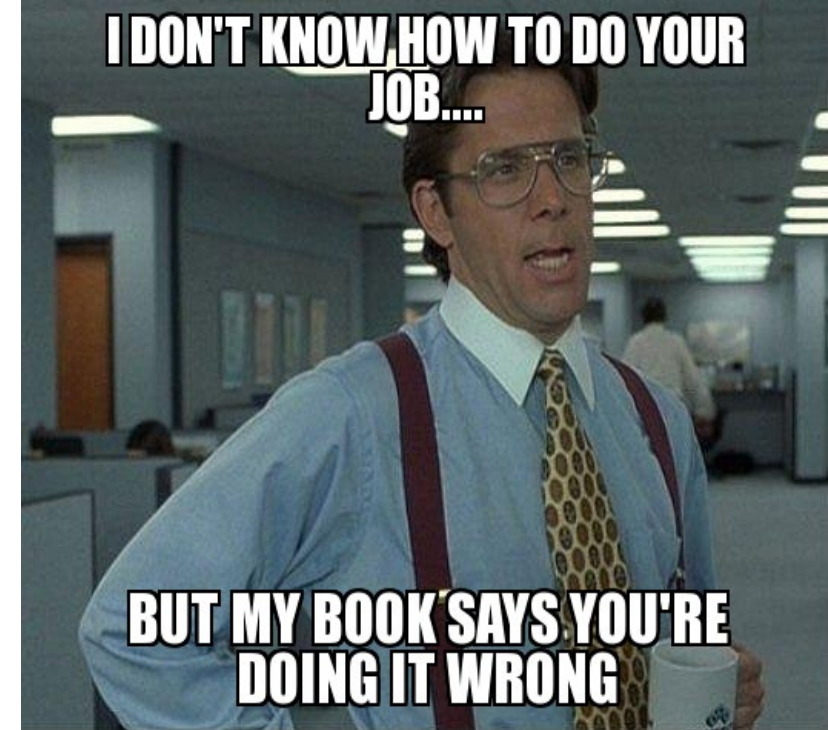
- Do not lead with “disability”
- A good opening line..
 - “I work with job seekers interested in your industry. My Friend, Mary Smith, said you are an expert in the field and might be able to help me.”
- Make your initial request easy..
 - “Can I come and see what you do and talk to you about the skills sets needed to work in this field.”
- Elevator Speech for your organization..
 - “Who are you with? What does your organization do from the perspective of an employer?” (Do NOT sell disability)

Employment
Consultants meet
with employers to
identify their
needs, *not pitch*
the "program"
or a job seeker



The Right Person May Not be Human Resources

- HR is responsible for the bigger picture (strategy, projections, policies) and hiring/managing the workforce
- HR's role is not necessarily understanding the nuisances of the work/jobs being done.
- Sometimes HR is the last to know that there are staffing issues in a department
- *Customizing Jobs* is also about *Process Improvement*
- We need to talk to the people doing the work.



Employees Must Add Value to an Employer's Workforce

- **Hiring is a business decision**, not a social issue or charitable cause
- **Employment is a mutually beneficial relationship** - must be right for both parties
- There is a job out there for everybody- but it is about adding value - not charity!

Employers Have Five Goals

1. Save Money
2. Save Time
3. Serve their customers
4. Generate New Business
5. Make a profit!

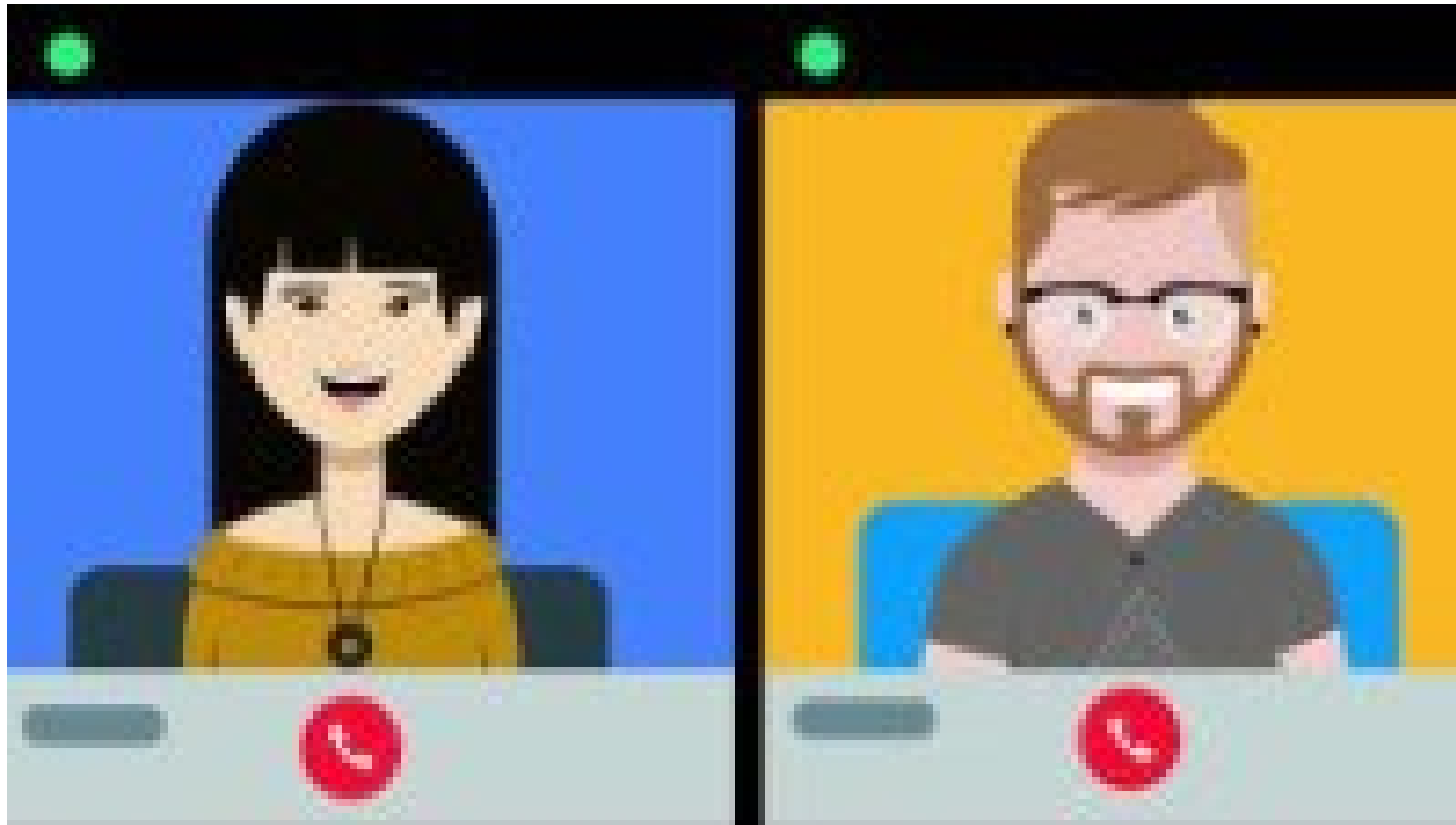




What do Employers Value when Hiring?

- Motivated employees who are excited about their work.
- Candidates with skills sets that can add value to their workforce.
- Business solutions that improve the company's productivity and/or work processes.

Informational Interviewing



Informational Interviewing

Two Types of Informational Interviews:

- Information
- Advice & Suggestions

Good reasons to conduct informational interviews:

- to explore industries and careers
- to discover employment opportunities that are not advertised
- to expand your professional network
- to build confidence for employer meetings
- to access the most up-to-date career information



Goal of Informational Interview

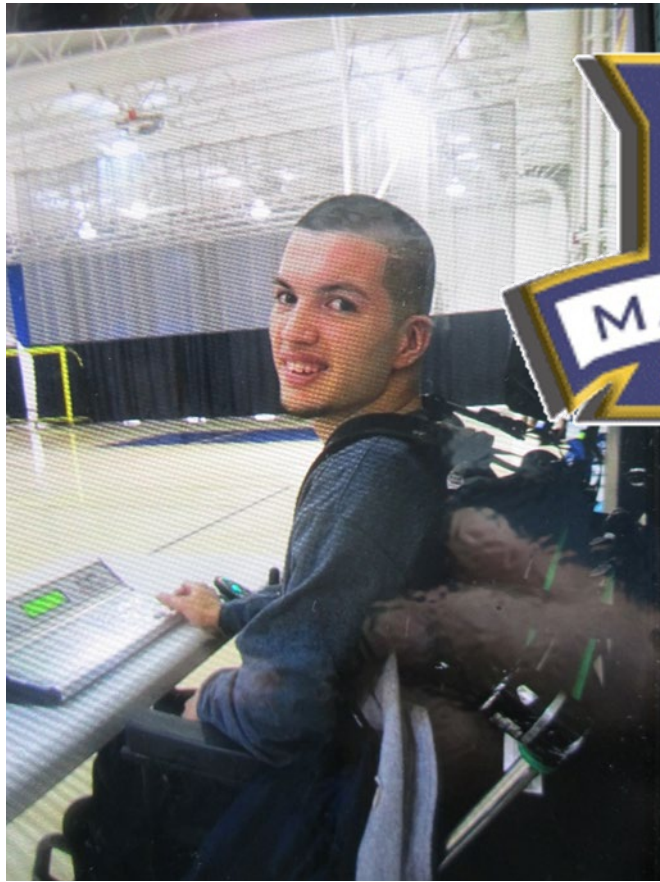


Do you have any

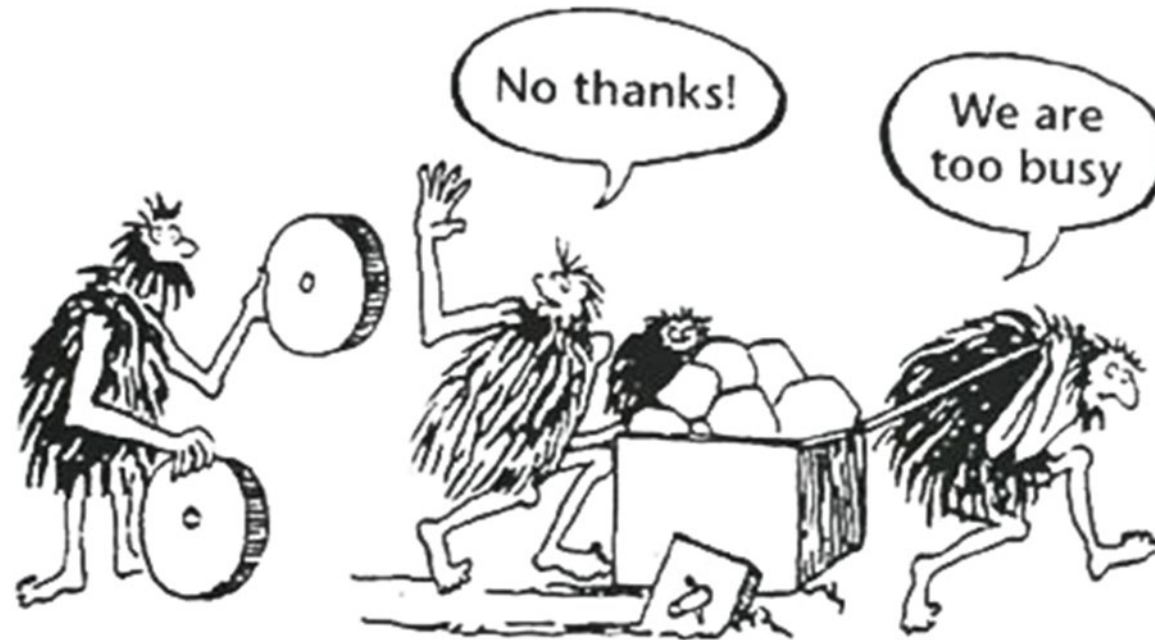


I'd like to learn
more about your
company

“Human Zamboni”



Ask for a Quick Tour



Look for ways to improve the business

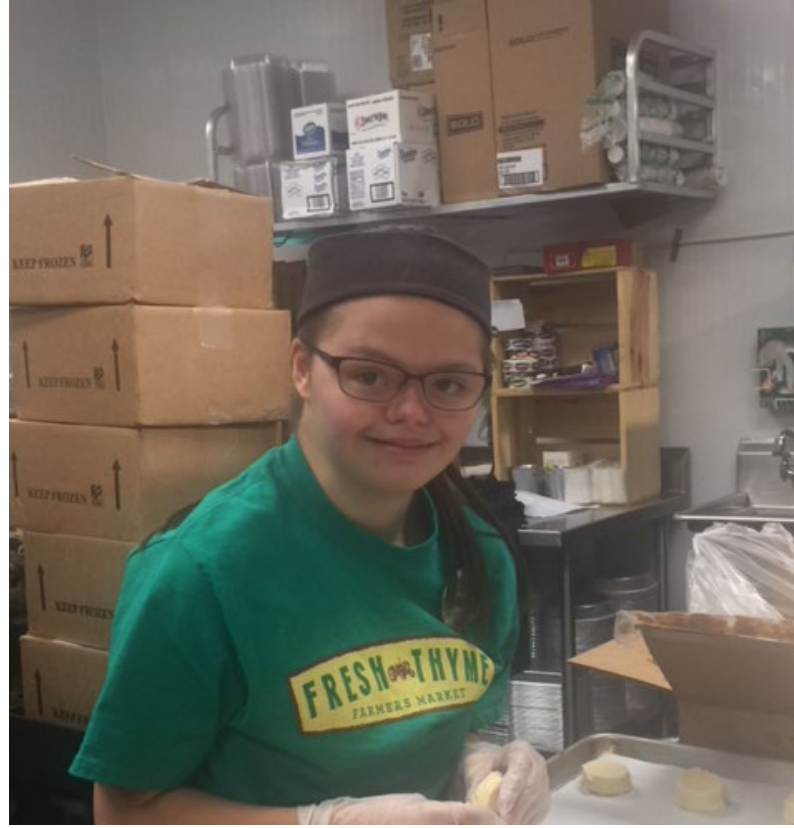
Informational Interviews: The Focus is on the Business/Industry

- The conversation is NOT about “the job seeker”
- Gain an understanding of the workflow processes, “set-up/button-up” roles, essential skills and workplace culture
- Opportunity to check your “pre-conceptions”
- Build a rapport and establish a sense of trust with the employer
- Identify challenges and inefficiencies

Do Your Research

Research the companies you targeted for your job seeker:

- Identify key products/services
- Critical positions (Who are the “rain makers”?)
- Look at company culture and values
- Is the company growing? Merging? Shrinking? Start-up? Trends in the industry?
- Who are their competition- what sets them apart?
- Recent events? (good and bad)
- Who might you talk with?



Maddie's Informational Interview

Informational Interview Site Visit Form

Company Name: _____ Date: _____

Contact: _____

Possible Questions for Employers	
What distinguish your company from its competitors? What is your company mission? What does your company value?	
Trends in the field? How do you anticipate your business changing over the next 5 years? Where will the growth be? Skills needed today vs. tomorrow?	
How is this company organized/key roles? What is the range of jobs that exist within your organization? The industry in general?	
What are the support roles within your company? What do these job tasks look like?	
How do you recruit employees?	
What do you look for when hiring entry level staff? Hard and soft skills.	
What are the biggest challenges facing your company (or the industry in general)? Technological advances? Seasonal fluctuations? Staffing issues? Competition?	
When people think of (this industry), what are the biggest misconceptions?	

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Identify Questions to ask.

Remember: YOU requested the meeting

Informational Interviews

Keep your eyes wide
open!

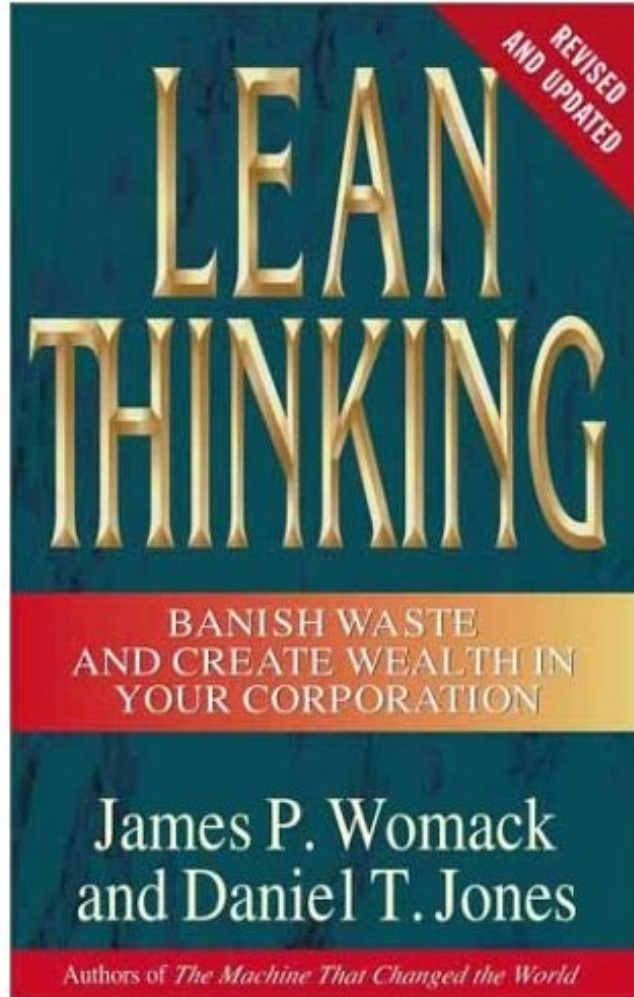
Identify ways to
benefit and add value
to the business.



Lean Principles

A Job developers Toolkit

Lean Principles: A Job Developer's Toolkit



A process improvement approach that focuses on the customer and seeks to identify “WASTE” and inefficient processes

Learn to talk the language of business

The Toyota Way

Principles are based on US
supermarkets



Lean Key Principles

- Focus is on the *customer's experience and* continuous process improvement
- Goal is to identify *Value-Adding* services and eliminate waste to create “on-demand service” and one-piece “flow”
- Remove Waste: Take out the rocks and the stream will run more swiftly
- To work smarter, not harder

Lean in Action: Fast Food



Have it your way
Orders on Demand
Streamline
processes



Lean: 8 Types of Waste

- Correction
- Overproduction
- Motion
- Material movement/transport
- Waiting
- Inventory
- Processing
- Underutilization of people



Hand out: Examples of Waste for Job developers

During Informational Interviews: Look for “Waste”

- Wasted Talent
 - Identify who are the “surgeons” (aka highly paid or income-generating staff) Are they doing surgery?
 - What are the *set-up* and *button-up* tasks for supporting the essential work?
- Wasted Time
 - Orders not processed because too busy taking new ones
 - Machines/supplies not maintained- work stops
- Wasted Resources
 - Inventory- supplies never used or too much of what is needed
 - Overproduction- 50 kits - we ordered 1,000.. expired, obsolete.
 - Is the employer using temporary workers? Paying overtime?

Identify ways to streamline processes and improve workflow

What is the product (or service)?

- Are there ways to make product faster or service better?
- Are there ways to make product cheaper or save money?
- Are there ways to increase the number of customers served or improve the customer experience?
- Are the customers (and staff) happy?
 - Costs \$.80 to keep a customer and \$3.00 to make a new one
 - Costs \$7-\$10k to hire and train a new employee

Identify Issues/Challenges

- Customer /employee complaints
- Log jams/backlogs/long lead times/Waiting
- Unassigned, but critical tasks
- Burn-out or high turnover
- Managers or key staff pulled away from core tasks
- Workflow fluctuations
 - Rush times, crunch times, seasonal fluctuations, sporadic- but important tasks that are not getting done



Evaluate your Prospect

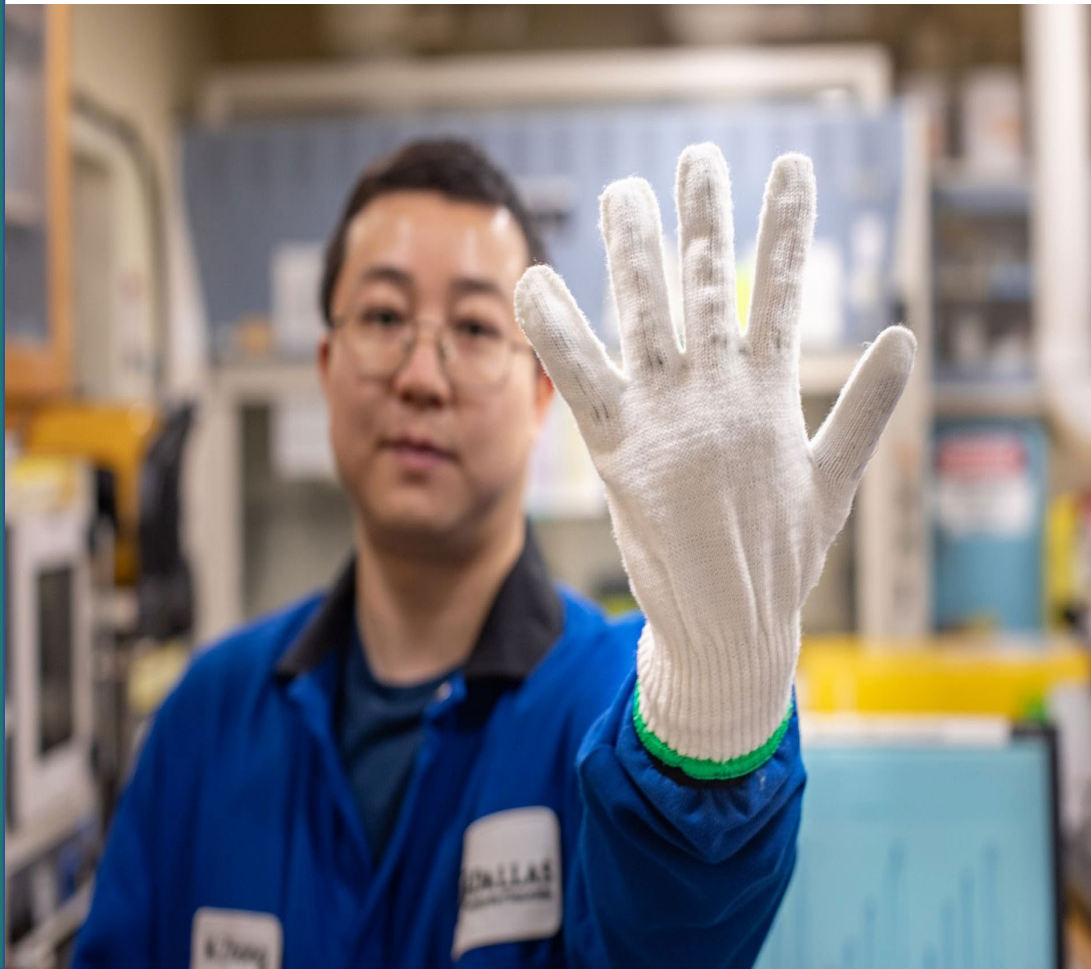
Is it the perfect setting for your candidate?
Can your candidate benefit this business?

“Is there a good fit?”

Job Match

- Finding jobs is:
 - detective work – finding opportunity and building solutions
 - matching employer needs to candidate skills/interests
- Few jobs are described with terms that reflect our candidates – hard to see where to find job match
- Match to “needs” not just “jobs”

Is this a Good Prospect for your Candidate?



- Can your candidate address a need and add value?
- Is the environment right?
- Does this situation “fit like a glove”?

Not a Prospect for this Candidate

Continue to build a relationship with this employer:

- Thanking him/her for time and expertise
- Staying in contact (send resources or interesting articles)
- Get them engaged with your organization in small ways:
 - Business Advisory Council
 - Talk at Job Clubs
 - Critique resumes
 - Mock interviews



**Identified Potential
Employers...**

Now What?

Negotiating with Employers

Presenting your ideas, solutions
and your candidate

Customizing vs Job Carving

Job Carving

- Focuses on what someone CAN'T do
- Emphasizes need for accommodations and special treatment
- Difficult to sell
- Stigmatizes candidate and sends the wrong message

Customizing a job

- Focuses on what someone CAN do
- Presents the Candidate as a "solution to problems"
- Makes sell easy
- Sends message of competence and value

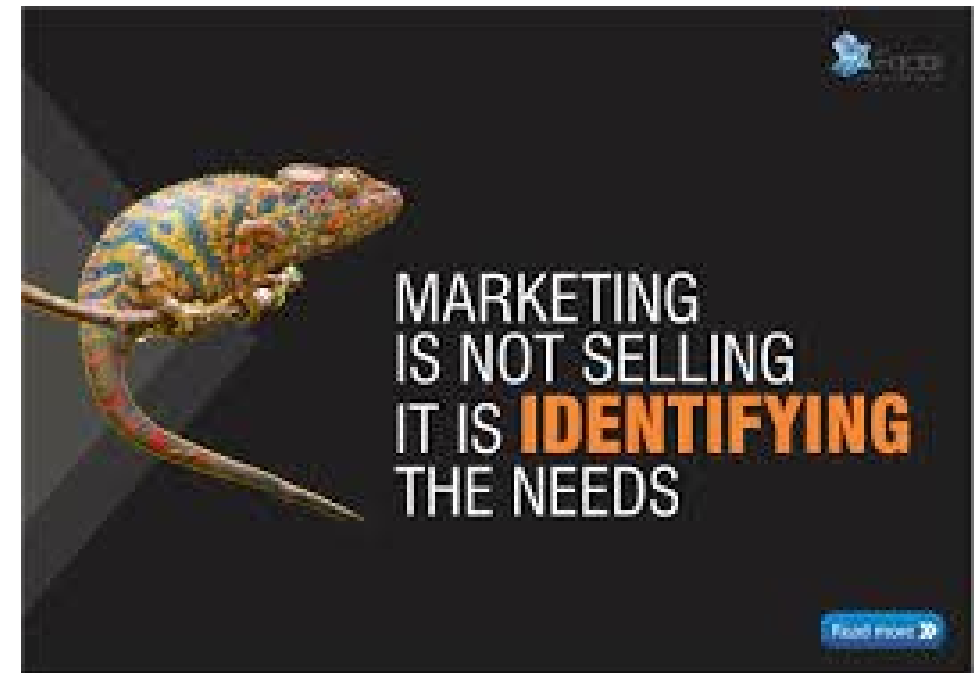
Negotiating a New Position

We assist the employer to assess needs, analyze tasks and organize the new position.



The Employer is the Customer

- Remember:
We are Marketing, not Selling
- How will a customized job and your candidate's skill set benefit the employer?
- How would this arrangement look to me? If I was the employer? Would I buy this?



Marketing Axiom: FAB

Features/Advantages/Benefits

- *Features* describe the product, service or characteristic
- *Advantages* explain what the user gains from the features
- *Benefits* explain the outcomes of gains

Features/Advantages/Benefits



Examples:

*Toothpaste with a stain-removing formula, that's a feature. The advantage, is whiter teeth, the benefit is **More Dates.***

*Anti-lock brakes are the features on a car, Advantage is car doesn't skid on ice, benefit is consumer safety, **Saves Lives.***



Activity Time

List 3 “features” of the you are sitting on. For every feature, create at least one *benefit*.

Now Let's do the same for your services...



Features to Benefits Table

Features	Advantages	Benefits
1.		1.
2.		2.
3.		3.

Features to Benefits

Agency Features	Advantages	Employer Benefits
Trained Employment Consultants	Professional single point of contact	Creates a more time/cost-effective way to work
Applicant screening	Recruitment assistance Pre-screened applicants	<ul style="list-style-type: none"> - Reduced recruitment/training costs - Customized response to HR needs
Training and Consultation	<ul style="list-style-type: none"> - Educating employers in managing a diverse workforce - Resources/expertise in accommodations - "Outsider perspective" on ways to increase productivity 	<ul style="list-style-type: none"> - Core teams can focus on key aspects of their positions - Lowers turn-over saves money and time (Hiring and training a new hire can cost an employer between \$7- \$10K) - Supports busy departments during crunch times/busy seasons
Applicants	Expanded pool of talent and labor	Increase diversity (to include disability)
Others?		

Why Customize a job?

“

We saw first-hand how customization fosters a workplace that is happier and more engaged, and how organizations achieve marketplace advantage through improved employee performance and productivity. Why? Because **when jobs are customized to individuals...people's work tasks become better aligned with their actual strengths.**

Cantrell, S. & Smith, D., 2010, pp. 6-7

**“Nothing beats showing me how
you can make my life easier!”**

*A hiring manager who hired an individual
through a customized arrangement*

Value Proposition Questions (WIIFM)

How can we help employer to...

- Increase workforce effectiveness and efficiency?
- Fill gaps in the workplace?
- Reduce costly or inefficient temporary help and overtime wages?
- Increase customer satisfaction?

Job/Employment Proposals

- Identify entry level job tasks & potential business needs
- Research needs of local employers. Find out what positions have high turnover & what parts of jobs do not get done or get done effectively
- Provide clear, concise, written proposals to employer
- Stress cost effectiveness and benefits of restructuring and/or creating a new position
- Don't be afraid to ask! Be up front and clear with employers about what you want and what you can offer

Employment Proposals Steps *(1 of 2)*

Step 1 – Present tasks (from a refined task list) that might be assigned or re-assigned.

Step 2 – Outline how these tasks might be assigned to the jobseeker you represent.

Step 3 – Highlight the skills of the candidate and how they can match the tasks needing to be done.

Step 4 – Delineate the potential benefits to the employer as a result of assigning identified tasks to the job candidate.

Employment Proposals Steps *(2 of 2)*

Step 5 – Discuss your role (and your organization's role) in supporting the job candidate.

Step 6 – Make the “ASK”

Step 7 – Reiterate the potential benefits of the arrangements to the employer – e.g., how others can produce more, money can be saved, more sales will be generated, etc.

Employment Proposal Template

- ① **Recap visits or contacts**
e.g. "Thank you for the time you took to show me your operations last week. It was interesting to observe your employees at work!"
- ② **What did you see?**
e.g. "During my visit, I heard several of your colleagues say that there were often backlogs due to increased customer orders."
- ③ **Tasks that could be assigned**
e.g. "I realized that there are tasks such as delivering documents across departments, assembling customer packets, copying documents, and sorting incoming mail that people are spending a lot of time doing."
- ④ **How the tasks match the job candidate**
e.g. "One of my job seekers, Joseph, is good at clearly organized tasks and would love to work in an office."
- ⑤ **How would this help the company**
e.g., "If Joseph assembles and delivers the packets to each department, workers could attend to other tasks. This might help reduce the backlog of work."
- ⑥ **How will you help? Employment Services that benefit the Employer.**
e.g. "I will accompany Joseph to get him oriented to his new tasks and check-in every day to see how he is doing."
- ⑦ **Make the "ask"**
e.g. "Can I bring Joseph in for an interview?"
- ⑧ **Reiterate the benefits to the company**
e.g. "With my help, Joseph can learn these tasks and the other employees will not have to worry about their tasks. He can help move the work along."

Employer Proposal Template

Mr. Mark Winkler
JW Winco
2815 S Calhoun Rd,
New Berlin, WI 53151

September 8, 2015

Dear Mr. Winkler:

It was a pleasure meeting you last Monday. I greatly appreciated the time you took to give me such a thorough tour of your business. Thank you also for the opportunity to explain a bit more about our organization and what we offer local businesses.

[What you observed, employer's needs & potential benefits to employer]

During my meeting and tour, I realized that there are many basic tasks that might be undertaken by assistants to the engineers, such as:

[List tasks here]

- _____
- _____
- _____

[Match: applicant skill to needed task]

We currently represent a job candidate named Danny Gromacki, whom I'd like you to meet. He would be able to:

[List applicant's skills]

- _____
- _____
- _____

[Further benefits to employer]

In the event you hired Danny, as with any of the job candidates we represent, JW Winco would receive any necessary supports from TransCen/CEO in accommodating this qualified applicant [with a disability] - at no cost to your company.

[Closing and next steps]

I look forward to discussing this proposal with you and arranging for you to meet Danny. I will call you next week. In the meantime, please do not hesitate to call me at 123-999-9999. My email address is msmith@transcen.org.

Sincerely,

Mary Smith
Employment Consultant

12300 Twinbrook Parkway Ste 350
Rockville, MD 20852
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(301) 424-2002
Inquiries@transcen.org
TransCen.org

Employer Proposal Form

Effective Tasks Lists

- Gets the employer thinking--and talking about tasks (vs. job postings)
- Speak the employer's language
 - Use employer's jargon and organizational terms
- List specific job tasks (doing what for whom?)
 - not general statements like "file", "photocopy"
- List most important tasks (needs) first
 - Which tasks will have the greatest impact?

Close the deal

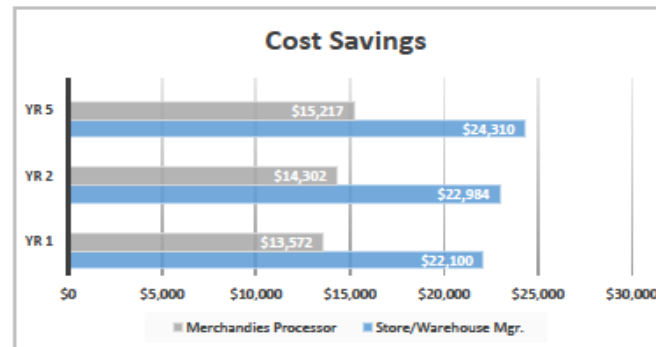
Cost-Savings Analysis

- Estimates cost savings by not utilizing highly-trained staff to do basic, routine tasks
- Not always included, only when there is a cost savings (i.e., highly paid staff are freed up to do more critical tasks)
- Projecting costs over 5-year period demonstrates additional savings due to *Cost-of-Living Adjustments (COLA)*

Cost Savings Analysis

Cost Analysis: Merchandise Processor/20 hours per week

	YR 1 (50 wks)	YR 2 (4% COLA)	YR 5 (10% COLA)
Store or Warehouse Manager			
Hourly Rate: \$22.10 Weekly: \$442.00	\$22,100	\$22,984	\$24,310
Merchandise Processor Position			
Hourly Rate: \$13.75 Weekly: \$275.04	\$13,752	\$14,302	\$15,127



Cost Savings	
Year 1	\$8,528
Year 2	\$8,682
Year 5	\$9,093

“Here’s the Perfect Candidate”

- Use a professional looking resume, tailored to your negotiated tasks
- Focus conversation on job seeker’s skills not deficits
- Turn the Jobseeker’s “features” into “benefits”
- Don’t sell the candidate short by talking about “job carving”, sub-minimum wage, tax credits or stipends

A Customized Process

Creating opportunities for
Stephen

Finding Jobs that “fit like a glove”



Meet Stephen

Reframing Stephen

What his file said:

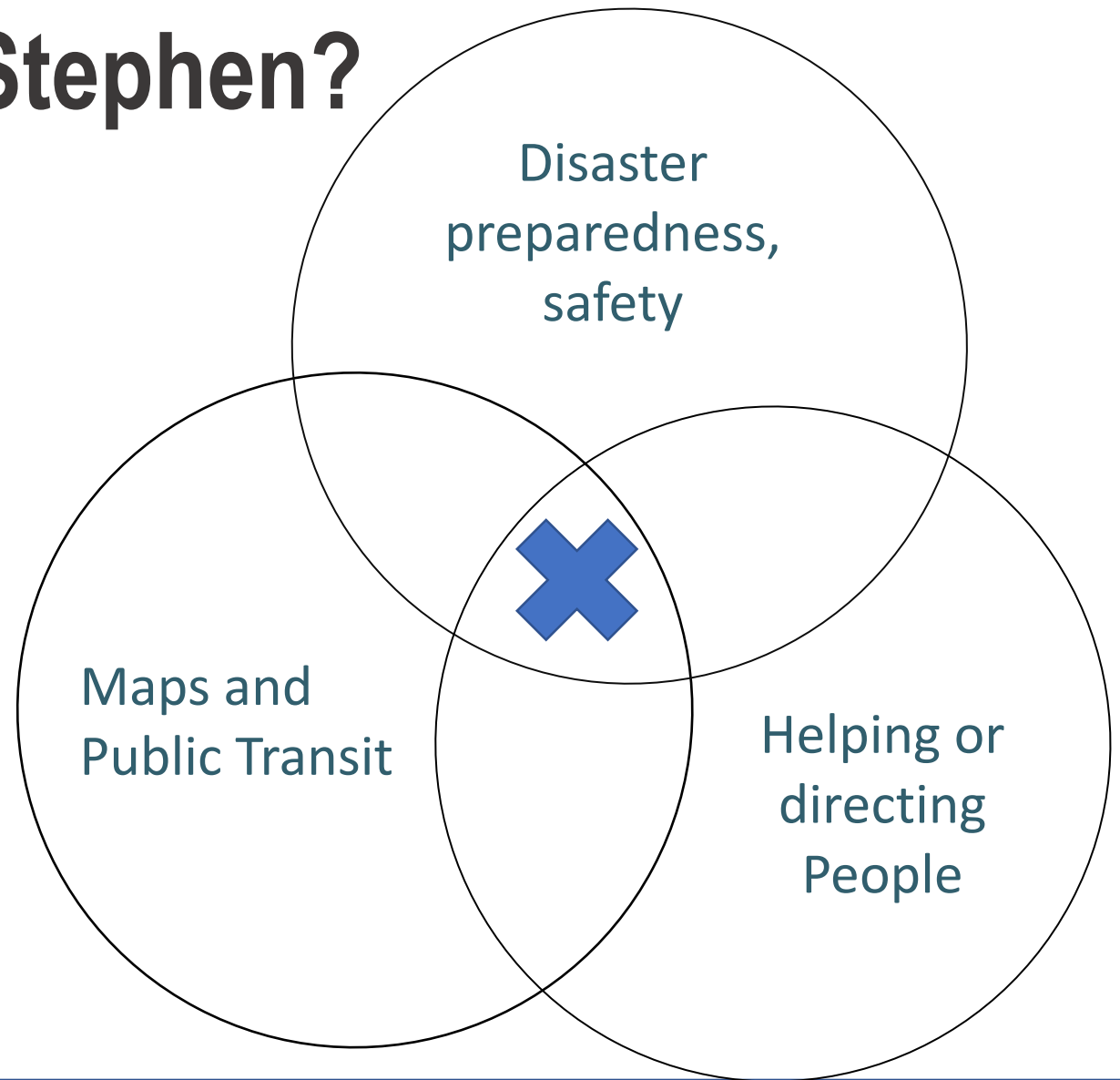
- Cornelia de Lange syndrome
- Stutters
- Emotionally immature
- Gastric Esophageal reflux disorder
- Resistant to new things
- Perseverates/OCD
- Late, attendance issues (esp. when anxious)
- Limited academics, 3rd grade math, 2nd grade reading comprehension

What we discovered:

- Adventurous, likes maps, finding places using GPS
- Follows the rules
- Collects patches
- Rides a bike
- VERY organized
- Hard worker (only when motivated)
- Emails friends, Loves "googling" the internet
- Loves "disasters", monitors a police scanner

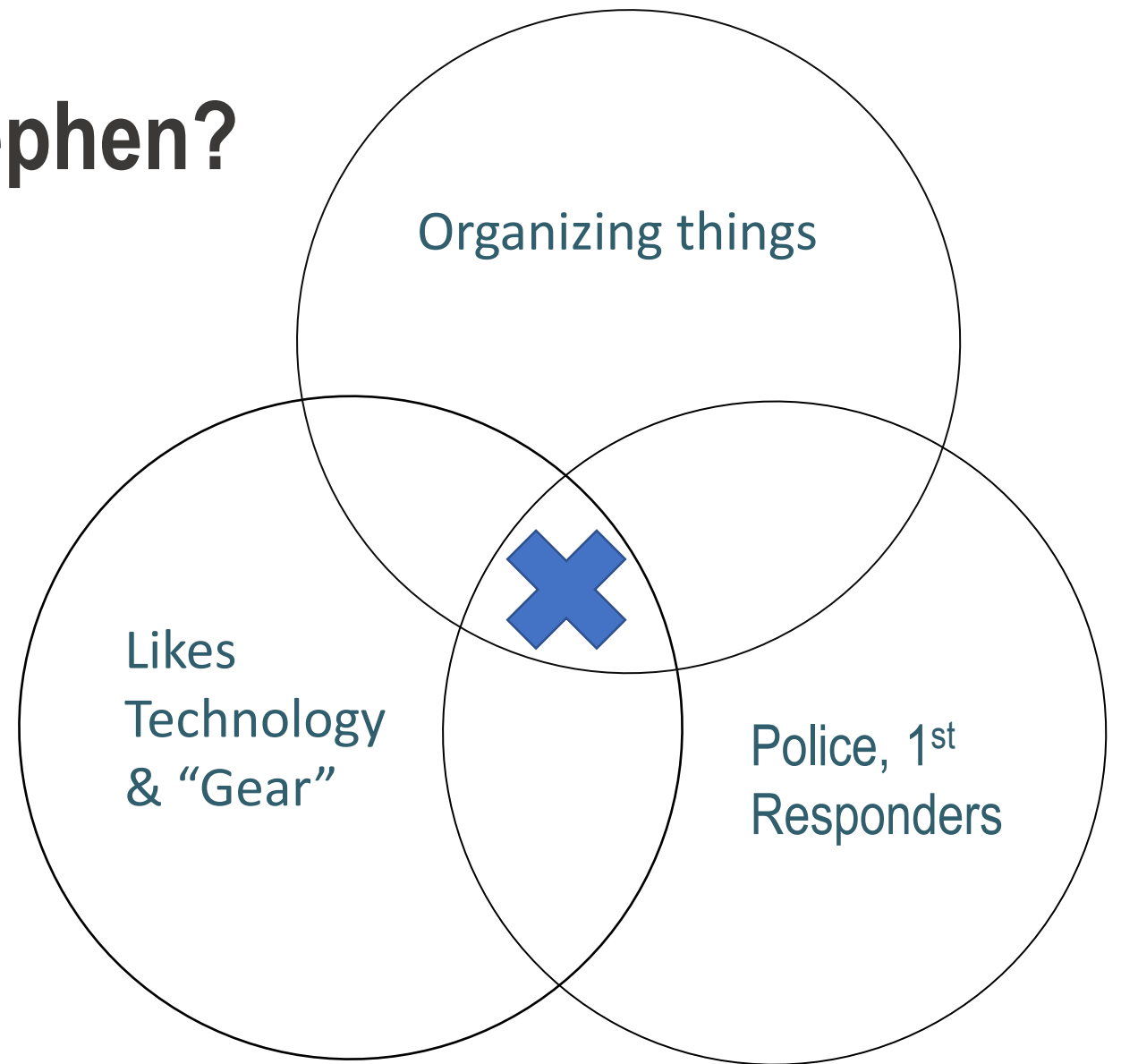
What's a good job for Stephen?

Use VENN diagrams to target employment settings based on candidate's unique characteristics.



What's a good job for Stephen?

Use VENN diagrams to target employment settings based on candidate's unique characteristics.





Potential Task List
GALLS

Sales Floor

- Restock and organize all tactical and medical gear
- Inventory and restock uniform racks
- Fold merchandise
- Run footwear for sales clerk
- Store maintenance; sweep, wipe, dust and take out the trash and recycle, clean windows and display cases

Uniform Services

- Pulls patches and uniform sizes for orders
- Iron and package completed uniforms
- Package and ship completed orders

Back stock/Warehouse

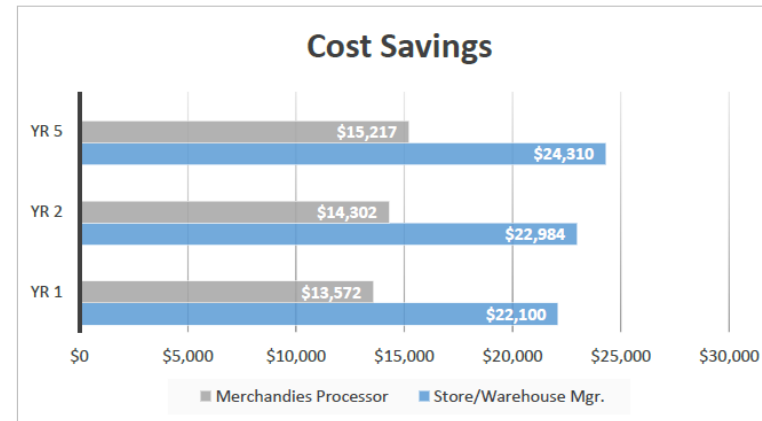
- Organize back stock
- Inventory products on the shelf
- Process incoming merchandise
- Generating shipping labels
- Sort and hang uniforms
- Process and ship online orders
- Break down cardboard boxes

Potential Task List for GALLS

Cost Savings Analysis for Galls

Cost Analysis: Merchandise Processor/20 hours per week

	YR 1 (50 wks)	YR 2 (4% COLA)	YR 5 (10% COLA)
Store or Warehouse Manager			
Hourly Rate: \$22.10 Weekly: \$442.00	\$22,100	\$22,984	\$24,310
Merchandise Processor Position			
Hourly Rate: \$13.75 Weekly: \$275.04	\$13,752	\$14,302	\$15,127



Cost Savings

Year 1 \$8,528
 Year 2 \$8,682
 Year 5 \$9,093



Stephen at



“We’re not hiring” to “When can he start?”

- Stephen has skills and attributes the employer valued
- He is extremely interested in the business
 - “He’s one of us”
 - Minimizes disability
- Job developer identified needs and presented a cost effective, solution to the employer’s problems
- Job developer helped the employer to understand how to utilized Stephen’s skills and accommodate his disabilities

Recap and Wrap up

What have we learned?

Customized Employment Process

- Starts with the job seeker
- Targets employment settings where job seeker's interests and skills will be beneficial and valued
- Shifts gears - Identifies employer's needs: staffing issues inefficient processes or work-flow issues
- Evaluates the fit for the job seeker and benefits for the employer
- Presents ideas/business solutions to employer and negotiate position- translates "features to benefits"

Employer Engagement and Job Development

- Hiring is a business decision, not a social issue or charitable cause
- Employment is a mutually beneficial relationship - must be right for both parties
- There is a job out there for everybody- it is about adding value, not charity

An Employer May Consider Customizing Job Tasks...

- If it saves the company money;
- Helps the company to make more money;
- Increases productivity or streamlines operation to run more efficiently (eliminates *WASTE*);
- Improves customer relations and/or helps them serve customers better

Benefits of Customized Employment

- Enables us to place job seekers with more significant disabilities or more limited skill sets
- Gets job developers out of the box- out of their comfort zone, away from the jobs we all know
- Is a creative, engaging, empowering process focusing on strengths and interests - helps individuals imagine the possibilities and see themselves as "workers".
- Improves retention and job satisfaction rates - customized jobs "fit like a glove"
- Increases options- creates opportunities for job seekers with disabilities in any kind of business or industry



Customized Employment It Works!

We are all supported employees with customized jobs!

Community of Practice

This fall, we will be conducting a statewide CoP for people who wish to “test drive” the methods and strategies we presented in this training.

Participants will work with a jobseeker and go through the process outlined today. Come join the conversation, learn from colleagues and share your success! More info to come.

Please complete the *Post-training Survey*



For More Information:

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About TransCen

TransCen, Inc. is a national organization offering web-based and in-person training for state agencies, school districts, provider organizations, and others interested in meaningful work and community inclusion for individuals with disabilities.

Learn more about our work:

www.transcen.org

Contact us at inquiries@transcen.org
for more information!

**MEANINGFUL
WORK**
+
**COMMUNITY
INCLUSION**

