



ACRE Certificate Series: Intro to Customized Employment

Beth Keeton, Griffin-Hammis Associates
Debbie Gilmer, Syntiro



+ Introductions

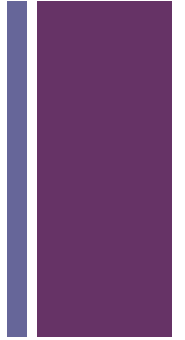


- Name
- Where you're from
- Questions, challenges, something that you are hoping to walk away with from this series...

+ Introducing... Our Team

- Beth Keeton
Griffin-Hammis Associates: Senior Consultant

Center for Social Capital: Executive Director
- Debbie Gilmer
Syntiro:



+ Today's Agenda Items

- ACRE Housekeeping
- Pre-test
- Overview of Customized Employment



Association of Community Rehabilitation Educators (ACRE)



- ACRE Certification available
- 40 hours required
 - Must attend all training & complete assignments
- Sign-in/Sign-out for all trainings
- Complete pre/post tests

+ ACRE CE Training Topics



- Introduction to Customized Employment
- Systematic Instruction
- Discovering Personal Genius
- Customized Job Development
- Negotiation & Creating Customized Outcomes

+ 5 Day Agenda

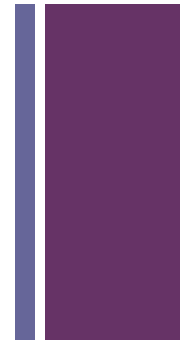
Day 1: Intro to CE & Systematic Instruction

Day 2: Positive Behavior Support
Government Benefits & Funding

Day 3: Discovery & Job Development

Day 4: Job Development
WIPA Presentation (9-11am)
Terry Morrell, Division for the Deaf (1:00pm)
Activity: Informational Interviews

Day 5: *Debrief Informational Interviews*
Self-Employment & Resource Ownership



+ Pre-Test



- Take 10 minutes to complete the ACRE pre-test
- Learning is good! Okay not to know all of the answers
- Make sure to write your name legibly...

+ Getting the Conversation Going...



- What is a Good Job?
- Consider...
 - Time, money, tasks
 - Environment- physical & social
 - Other key components
- Which of these are more standard (e.g., matter for most employees)? Which have more individual variability?

+ Points of Agreement for our week



- A good job is a good job is a good job
- Fundamental goal is to support to find:
 - The highest paying jobs
 - That maximize their skillsets
 - Promote respect and inclusion, and
 - Enable them to reach their financial goals

+ The Challenge



- Creating lasting satisfying, person-directed, employment beyond the confines of traditional job development



Some Historical Perspective

A Look at Where We've Been..

+ Evolution of Customized Employment



- Institutionalization
- Sheltered Work
- Job Placement
- Supported Employment
- Customized Employment



Sheltered & Group Employment



- Based on Readiness Model (Let's Get Ready to Work!)
 - Simulated work activities
- Groups of individuals with disabilities performing work
 - Contract Work, Janitorial, Recycling, etc.
- Staff onsite 100% of the time
- Job owned by agency/provider
 - Typically through a contractual relationship
- Workers paid at sub-minimum wage

+ Sheltered Work Brain Teaser



- Since sheltered work (or group work) was based on the readiness model...
- I.E., it was getting people “ready” to work
- How long did it take for most people to get ready?

+ When will I be Ready?



$$\begin{array}{r} 21 \\ + \\ \underline{54} \\ 75 \end{array}$$

+ SUPPORTED EMPLOYMENT



- In 1986 Congress added supported employment to the Rehab Act of 1973
- Supported employment was defined as
“competitive work in integrated settings... for individuals with severe handicaps for whom competitive employment has not traditionally occurred.”

+ Supported Employment

- Teach skills directly in work setting
- Job coach/Employment Specialist supports
- Company trains Job Coach, Coach trains individual
- Coach is liaison between business & employee
- Coach fades but supports available long-term

+ Group Discussion



- What are some of the successes you've seen with Supported Employment?
- What would you consider to be the biggest challenges?

+ Transition Statistics



- 73.3% of students receiving transition services starting at age 14 became employed vs. 45.2% receiving services at age 16 (*CPSD/Ruderman Foundation: How Can We Get More People with Disabilities Employed in their Communities?*)
- Youth with previous paid work experience were 4.53 times more likely to achieve integrated competitive employment (*Center on Transition to Employment Issue Brief: Post-School Outcomes for Transitioning Youth with Developmental Disabilities*)

+ Ticket to Work and Work Incentives Improvement Act, 1999 (TWWIIA)



“Despite such historic opportunities and the desire of millions of disability recipients to work and support themselves, fewer than one-half of one percent of Social Security Disability Insurance and Supplemental Security Income beneficiaries leave the disability rolls and return to work.”

+ TWWIIA, 1999 (cont.)



“If only... one-half of one percent of the current [SSDI] and [SSI] recipients were to cease receiving benefits as a result of employment, the savings to the Social Security Trust Funds... would total **\$3,500,000,000** over the worklife of such individuals, far exceeding the cost of providing incentives and services needed to assist them in entering work and achieving financial independence...”

+ Current Legislation, Policy, Practices

- ADA
- WIOA
- HCBS Settings Rules
- FLSA Section 14c (sub-minimum wage)
- Maine... updates & the state of the state
by Debbie G.!



Customized Employment

The Evolution Continues...



+ What is Customized Employment ?

- Stands on shoulders of Supported Employment
- Not a service or program... it is an approach
- Not group-based or labor-market driven
- Not looking for the “Dream Job”
- Not Vocational Evaluation and Testing
- Not Interest Inventories

+ Customized Employment



- Customized Employment (CE) means individualizing the employment relationship between employees and employers in ways that meet the needs of both.

The United States Department of Labor,
Office of Disability and Employment Policy

+ Customized Employment



“May include employment developed through job carving, self-employment or entrepreneurial initiatives, or other job development or restructuring strategies that result in job responsibilities being customized and individually negotiated to fit the needs of individuals with a disability.”

Federal Register, June 26, 2002, Vol. 67. No. 123 pp 43154 -43149)

+ Customized Employment



- An individualized approach to ordinary community employment.

- Cary Griffin & Bob Niemic

+ CE Fundamentals



- Customized Employment is a newer person centered employment strategy that builds on all we have learned from supported employment and takes a more Entrepreneurial approach
- Using CE we are negotiating employment outcomes and not usually looking for jobs in the newspaper or online
- Finding the jobs behind the jobs



Benefits of a Customized Approach



- Especially effective for Individuals with High or Complex Support Needs
- Applicable to anyone, with any disability (or without) seeking employment
- Circumvents the comparison of applicants made in Competitive Hiring
- Relies on natural relationships, supports, training

+ Hallmarks of CE



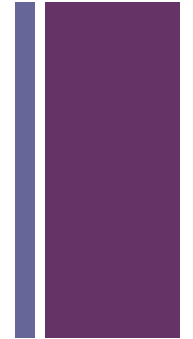
- Individualization required: must be one person at a time
- Requires negotiation of job duties and/or employer expectations
- Employment development is determined by individual, not openings or market demand
- Uses Discovery to identify the Ideal Conditions of Employment

+ What are NOT CE Practices?

- Vocational Assessments, Interest Inventories
- Paper and Pencil Tests
- Resume Writing
- Filling Out Applications
- Interview Skills Training
- Group Employment
- Market- Based Job Development
- “Placement” Services

+ Challenges with Traditional Approaches

- Starts with employment demand; reacts to labor market
- Includes group employment options
- Allows for sub-minimum wage
- Selects the most skilled applicants, leaving behind those with more complex lives
- Frequently results in entry-level, minimum-wage, high-turnover trap



+ Circumventing Comparative Approaches

Traditional

- Asking for something
- Do I want this person to fill this position?
- Focus on difference
- ES is advocate
- Resume reflects what person has/has not done

Customized

- Offering something
- Are these services valuable to you?
- Focus on meeting needs
- ES is consultant
- Proposal reflects what person has to offer

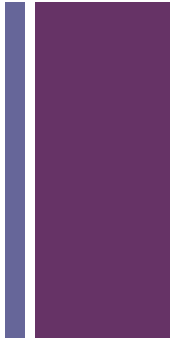


+

CE Foundations

+ Focuses on Small Business

- Generates over 85% of all new jobs
- 20 million (out of 37 million) are owner operated
- Only 17,000 have more than 500 employees



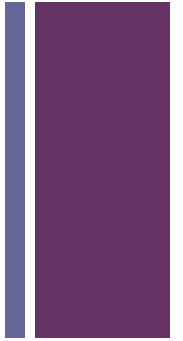


Benefits of Working with Small Businesses



- Most are under capitalized
- Many do not have HR managers or written job descriptions
- Easier to reach the decision maker
- Hiring is personal in a small company

+ Leverages Community



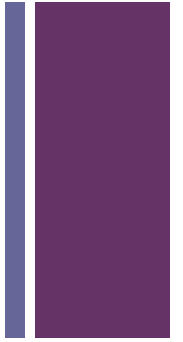
- Community Action Teams (CATs)
- Members include a broad representation from the community (i.e. schools, businesses, providers, community organizations)
- Employment is key focus and primary goal
 - Team members lend social capital to open doors to community/business exploration

+ Supports Economic Development

- Connect with existing businesses or identify community needs to create opportunities
- Capture resources from various sources
- Not asking for jobs... creating opportunities that strengthen the community as a whole



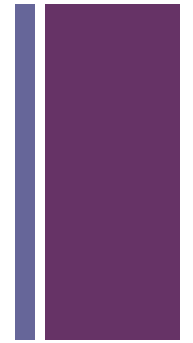
Blends & Braids Resources



- Integrates all potential resources
 - Maps how each resource can support larger goal
- System Resources
- Community Resources: Microloans, etc.
- Personal/Family Income or Contribution

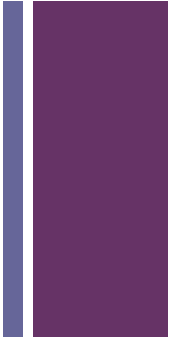
+ Promotes Broader Range of Outcomes

- Negotiated Jobs
 - Created, carved, restructured, or unbundled
- Resource Ownership
- Self-Employment/MicroEnterprise
- To be customized, employment must be:
 - Paid, competitive work
 - Integrated settings
 - Ongoing support



+ Job Creation





+ Resource Ownership

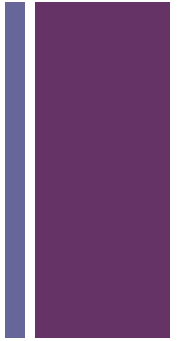


- Job seeker contributes a resource that increases business profitability, e.g.,
 - Equipment, tools, vehicle, college degree
- Creates a job opportunity and enhances workplace prestige
- Supports community economic development

+ Essential Elements



- Discovery ALWAYS foundation
- Based upon Ideal Condition for Employment
- Generated from emerging connection/relationship
- Never the first strategy in Job Development !



“The individual must always remain the focus of attention in any job development effort; never allow the promise of equipment to become the driving force.”

-The Job Developer’s Handbook
(Griffin, Hammis, & Geary, 2007)

+ Exploring RO



- Options to discuss with employers:
 - Competition, Future Plans
 - New technology, Hot products/services
 - Concerns with productivity, sales, services
- Develop written agreement, signed by all

Resource Ownership

+ Christian Catfish Hole



Resources

- Digital Scale
- Table/shelf construction
- Shed retrofitting
- Knives
- Machinery

Funding Sources

- State CE Grant
- Vocational Rehabilitation

+ Scott's Ice Cream

- Relationship with local restaurant
- Job opportunities limited
- Scott purchased industrial ice cream machine:
 - PASS
 - K-Fund

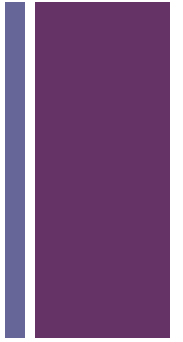


+ MicroEnterprise



- Businesses employing 1-5 workers
- Requires less than \$35,000 in start-up costs
- Across the US, significant increase in opportunities for individuals with disabilities to become self-employed

+ Farm Fresh Produce



- Interests/skills: Agriculture, Big Machinery, Outdoors
- Support Considerations: Flexible environment, ongoing support
- Outcome: Economic win-win;
self-employed with access
to ongoing support

+ Business Within-a-Business





+

CE: The Process

+ Shifts in Customized Employment



Assessment → **Discovery***

Job Development → **Exploration & Negotiation***

Job Coaching → **Consultation & Facilitation***

Maintaining Jobs → **Growing Careers***

+ CE Stages



- Discovering Personal Genius
- Identify 3 Vocational Themes
- Generate List of 20
- Conduct Informational Interviews
- Job Analysis/Negotiation or Business Planning

+ Small Group Discussion

- Many times when people hear an overview of CE, they perceive it as being essentially the same as Supported Employment. Based on this morning's conversation, how would you describe:
 - The fundamental differences between the two?
 - The commonalities?
 - The biggest challenges for CRPs trying to utilize CE?



+ Community Action Teams
(CATs)

Supporting the Process



First Job Activity



- What were the first two jobs you had?
- How did you get them?
- Who taught you how to do them?
- What was the benefit you brought to the employer?

+ What Did You Learn?

- Most Jobs are found through personal connections
- Our first job was not our last job
- Most of us had little or no experience doing our first job(s)
- We learned most from co-workers and managers
- Our first experiences shape us as employees
- The only real work experience is work
- We discovered what we're good at by doing things

+ What is a Community Action Team (CAT)?

“... an integrated learning community, representing community organizations, schools, workforce development agencies, employers, family, and friends who work one-on-one with an employment seeker to discover his or her ideal conditions of employment.

The group forms through a common interest in applying customized employment planning. “

+ CAT Members



- Broad range of community members
 - May start with stakeholder agencies and grow to include employers, business owners, etc.
- “Rich” in social capital
- Interested in leveraging personal & community resources to support employment outcomes
- May build on existing teams.. with different focus!

+ CAT Roles & Responsibilities



- Employment is Job #1!
 - Employment is primary focus & responsibility
- Learn about Customized Employment
- Work directly with team members/job-seekers
 - Depth and breadth of involvement varies
- Lend Social Capital

+ CAT Activity



- Break into small groups with other members from your organization
- Brainstorm how to start a CAT in your area (and if/how this would benefit you)
- Timeframe: 15 minutes
- Be prepared to report out to larger group!

+ CAT Activity



- Consider:
 - Who would you want to be members?
 - How will you recruit (elevator speech)?
 - Are there existing groups to build upon? What are the benefits/challenges of doing this?
 - What resources, training, information would you need to launch your CAT?
- What are your next steps?

+ Hooray!



Questions??? Comments???

THANK-YOU!!!

