Customized Employment: Planning and Implementing to Impact Outcomes for Students and Youth with Significant Disabilities

Wednesday, May 8, 2019
10:00 AM – 12:00 PM
CBI – Charlotte N.C.

Today’s Presenters

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Agenda

• Overview of Customized Employment
• State Sharing – Strategies Utilized to Implement CE
• Group Discussion – How Could Your State/Community Implement or Enhance CE

Special thanks to Sean O’Brien, WINTAC and Abby Cooper, from Marc Gold & Associates (MGA), for their contributions to the overview section of today’s presentation

Participant State/Local CE Status

Show of Hands

- What state’s are here this morning?
- What is your current employment role/stakeholder position?
- Are you familiar with all aspects of CE?
- Does your state have policies and funding in place to implement CE?
- Is your state implementing CE at the local level?
  - Is CE consistently delivered across your state?
Current Customized Employment Related Initiatives

• WINTAC–Y-TAC-NTACT – Customized Employment Pilot States
• Employment First
• Youth Employment Solutions Center (YES) and Partnerships in Employment (PIE)

WINTAC–Y-TAC-NTACT CE Pilot States

• The Three RSA Funded Youth TAC Centers provide T/A & Training Support to the targeted states for planning and implementation of Customized Employment.
• States determine the capacity for pilot site development and sustainability.
• Staff training and follow-along services are provided through one of the following organizations with supported funding from WINTAC/Y-TAC:
  - Griffin-Hammis Associates
  - Marc Gold & Associates
  - TransCen
WINTAC–Y-TAC-NTACT – CE Pilot States

The following states are currently engaged as “Pilot States” in planning and implementation of Customized Employment:

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Employment First

A national movement and an alignment of systems that focus on the concept that:

Employment in the general workforce is the first and preferred outcome in the provision of publicly funded services for all working age citizens with disabilities, regardless of level of disability. APSE Statement on Employment First

49 states have efforts focused on Employment First, out of which 33 have an official state policy, stating that employment in the community is the first and preferred service option for people with disabilities.

The State Employment Leadership Network (SELN) - http://www.selnhub.org

SELN – Employment First Resource List
Youth Employment Solutions Center (YES) and Partnerships in Employment (PIE)

The YES! Center is a national Training and Technical Assistance Center that serves as a central source of information, expertise and comprehensive support for the Partnerships in Employment (PIE) state projects. The YES! Center works closely with PIE states to develop customized plans for each state to ensure improved employment outcomes, working toward the goal to improve competitive, integrated employment outcomes for transition-aged youth and young adults with intellectual and developmental disabilities (I/DD). TransCen, Inc. partner with TASH on the development and administration of the Training and Technical Assistance (TA) aspect of the YES! Center.

Prior to 2017 The Institute for Community Inclusion (ICI) and the National Association of State Directors of Developmental Disabilities Services (NASDDDS) were partners in operating the Technical Assistance Center for the Partnerships in Employment Project.

Youth Employment Solutions Center (YES) and Partnerships in Employment (PIE)

- Partnerships in Employment is a national transition systems change project whose purpose is to identify, develop, and promote policies and practices to improve transition, post-secondary and competitive employment outcomes for individuals with intellectual and developmental disabilities.

- Current PIE States Include: District of Columbia, Hawaii, Kentucky, Massachusetts, South Carolina, and Utah.

- Previous PIE States (Funding Completed in 2016) included Alaska, California, Iowa, Mississippi, Missouri, New York, Tennessee and Wisconsin,
WIOA and Customized Employment

Under the current Workforce Innovations and Opportunity Act (WIOA) law, CE is defined as competitive integrated employment, for an individual with a significant disability, that is:

- Based on an individualized determination of the unique strengths, needs, and interests of the individual with a significant disability;
- Designed to meet the specific abilities of the individual with a significant disability and the business needs of the employer; and

Customized Employment (CE) definition continued....

- CE is a flexible process designed to personalize the employment relationship between a job candidate and an employer in a way that meets the needs of both
- It is based on an individualized match between the strengths, conditions, and interests of a job candidate and the identified business needs of an employer
- HOWEVER, WIOA does not define the full CE process at the service delivery level
What are Common Assumptions Regarding Customized Employment (CE)?

Discuss with the person sitting next to you....

The Essential Elements of Customized Employment

- In 2017, “The Essential Elements of Customized Employment for Universal Application” was established as the recognized document to identify the essential elements of customized employment (CE) as a guide for the universal application of these elements across service delivery and training providers.

- Additional guiding resource documents being utilized with WINTAC–Y-TAC-NTACT – CE Pilot States include:
  - The CE Road Map
  - The CE Delivery Checklist
The Essential Elements of Customized Employment

- Negotiation of job duties – The job duties are set as a result of negotiation with employers
- Individualization, involving a job for one person
- Negotiated pay of at least the minimum wage
- CE occurs in businesses in the community or in businesses owned by the individual in the case of self-employment

Customized Employment Process

(Smith et al. 2017, adapted by Karhan)
Customized Employment Sequence

First learn what a jobseeker needs to be successful through the Discovery process:
- Contributions
- Interests
- Conditions for Success
- Tasks

Second look for an Employer:
- Who has a need the jobseeker can address
- Negotiate a job that meets the job seeker's needs and the employer

Customized Employment vs Supported Employment – Distinctions

- The CE process begins with an individualized and intensive “Discovery” process that may be 30+ hours or more in length
- CE requires individualized job development that closely follows what’s been learned in that Discovery process PRIOR TO looking at any job or meeting with the employer
- Prior to representing the jobseeker you have learned who that person is through intensive Discovery
- Job Development is individualized – you represent one job seeker at a time
- The job seekers determines how they will be represented to the employer
Customized Employment vs Supported Employment – Distinctions

- CE focuses at the beginning of the employment process through an intensive Discovery process that seeks to customize the relationship with employers for mutual value exchange.

- Supported Employment focuses on the services needed to sustain successful employment after job placement that is typically labor market driven.

Customized Employment vs Supported Employment – Common Ground

Both CE and SE outcomes are intended to result in competitive integrated employment:

1) Work occurs in an integrated, individualized work situation in the community.

2) Employment results in pay at the prevailing wage or “going rate”

   Employment outcomes may include creating a job through self-employment.

   Both utilize job craving, restructuring, modification, or creation.

   Both may involve providing supported employment services.
Four Pathways Related to Supported & Customized Employment:

| Some job seekers do not need either Supported Employment or Customized Employment | Some job Seekers will need Supported Employment to obtain and retain a job |
| Some job seekers need Customized Employment to obtain a job but do not need Supported Employment to retain the job. | Some job seekers need Customized Employment to obtain a job and Supported Employment to retain the job. |

Steps to Customized Employment

1) Recruitment, intake, acceptance
2) Discovery
3) Capturing discovery through profiles
4) Customized Employment planning meeting
5) Concept Portfolio development – (Agency)
6) Visual Resume (job seeker)
7) Job development
8) Job site analysis
9) Job negotiations (job creation,
10) Customized Employment (CE) placement
11) Accommodations, Supports as needed
Discovery; The Core of Customized Employment

- Finds the direction to facilitate successful employment
- Allows us to gain insight or knowledge of something previously unseen or unknown; to notice or realize; to make known, reveal, disclose
- Requires letting go of assumptions and labels or at least holding them at bay
- Typically facilitated through a provider but done in conjunction with an Individualized Resource Team (IRT)/CE Team model with multi-partner meetings

Steps to Discovery

- Intake
- Scheduling a home visit
- Home Visit
- Benefit Discussion & Expectations
- Observation of Activities
- Participation in Familiar Activity
- Participation in Novel Activity
- Interviewing
The Discovery Process

- Determine individual’s strengths, needs, and interests as a result of the qualitative Discovery process
- Discovery strives to view the employment seeker descriptively rather than evaluatively and in typical aspects of their lives
- Discovery should include interviewing the employment seeker, the family/natural supporters, and friends
- Discovery should include an “optimistically” focused review of records pertaining to the employment seeker
- Discovery includes regular sharing and input through CE Team/IRT model

The Discovery Process

- Allows sufficient time to complete the Discovery process is critical
- The Discovery findings should be detailed in a comprehensive, narrative document and include regular CE team input/sharing
- The Discovery document should identify the individual and their living situation, family, friends, and current life status including a description of the individual’s life experiences
- The Discovery document such as the “Discovery Profile” or “Discovering Personal Genius” (referenced later) should provide preparation for the employment plan to customize employment options that is owned and approved by the consumer
The Discovery Process

- Written in descriptive language providing the reader with a visual picture
- Captures all relevant aspects of the job seeker’s life, including the complexity of their disability and solutions
- Capture the array of skills that will be used in job development efforts
- Collects the job seeker’s conditions, interests and potential contributions for employment
- It translates possible tasks, pacing, learning styles supervision strategies to the work environment and tasks the jobseeker wants to do for pay

Discovering “Task” vs “Skill” Abilities

**SKILLS** are what an employer usually looks at when s/he hires you which are often listed on a job description but **TASKS** are what s/he *pays for to get done*. When we focus on tasks rather than formal job titles & descriptions, we start to see possibilities

**TASKS**: are the steps of a performance activity. If I can describe how the work needs to be done in a series of concrete tasks, I can better align the functional abilities a person that we “discover” so both the employer and consumer are successful
Discovering “Task” vs “Skill” Abilities

If you can identify what TASKS a person can do:
- You expand and create more possibilities of what a person can do
- You start to see how they would bring value to the employer
- You see how those tasks can address an employer’s need
- It can set direction for what employers should be approached

Discovery and Customization

- Discovery provides the foundation for employment planning
- It takes information for a job seeker's entire life and translates that information into tasks a person can do for pay, environments that will highlight when they are at their best, and conditions needed to be successful
- The information obtained leads to a customized job
Discovery Results In Pulling Together AND TRANSLATING all the Complex Pieces

- Looks at when a person is at his/her best
- Daily Routine
- Friends
- Family
- Community
- Familiar Activities
- Novel Activities
- Conditions
- Supports Needed
- Tasks
- What will need to be negotiated

The Written Discovery Document Must...

Paint a picture of:

- Who the person is
- Tasks that be can done for pay
- Contributions to offer the employer
- What conditions are needed for success
- Elements that need to be negotiated with the employer
- Include regular (monthly) input from the CE Team/IRT
Discovery Must Inform Job Development

Structure of Duties – predictable, use machinery, single task, more than one task, pacing of tasks

Understanding type of environment – inside/outside, pace, mood, noise is critical

Learning style, communication style, conditions needed for the job seeker to be at his or her best

Discovery Reporting

Describing Discovery is Essential

Marc Gold and Associates (MGA) Discovery “Profile” forms and examples can be accessed by clicking on their website below:
http://www.marcgold.com/forms/

Griffin Hammis and Associate’s (HMA) “Discovery Staging Record (DSR)” available upon request; kyates@griffinhammis.com
Visual Resume

- A visual resume is a marketing tool for the job seeker that “shows” how the person may work through a series of pictures of the individual doing tasks

- It uses visual and narrative information developed during Discovery and the Customized Planning Meeting to present the job seeker in the best possible manner

- Used with employers to present the job seeker and customized employment in a manner that helps employers understand the process

Planning Meeting

- The Planning Meeting makes the connection between “who is the job seeker” to “where” employment could occur

- Creates a vision of where the job seeker might be at his or her best in a work setting

- Based on Discovery information identifies an individual’s conditions for employment, individual preferences and potential contributions

- Tasks to be performed, not job titles
Outcome of the Planning Meeting

Translation of the “who is the job seeker” in terms of Employment

- Tasks to be performed
- Identified specific employers have a need for those tasks who will be contacted
- Ideal characteristics of employment:
  - Conditions
  - Interests
  - Contributions
- What will need to be negotiated with an employer

A Clear Employment Pathway

- An individual list of potential tasks the job seeker offers the employer
- A prioritized list of employers
- Names and connections to the employers
- Team members with assigned duties to assist with job development
Negotiating a Job

- Present a proposal to the employer
  - Be sure you are presenting to the right person(s)
  - Can be written or verbal
- Explain how what your proposing meets the needs
- Demonstrate impact on workflow or employees
- Explain supports you will provide
- Ask the employer for his or her feedback
- Share your mutual concerns
- Problem solve together

Roles

Initiator (ED, ID/DD, ED, VR, etc.)
- Determines who receives Discovery
- Explains CE to the Job Seeker
- Monitors Discovery
- Expects a direction for Employment
- Reviews Discovery Information, can the VR plan from it?

Job Seeker
- Job Seeker willing to go through the process
- Keeps VRC/payer Informed
- Job seeker not jump to any job.

Facilitation Team
- Observe job seeker
- Take descriptive notes
- Interview people who know the job seeker
- Submit logs to VRC
- Write a positive, descriptive Discovery document
- Negotiated job
Employers

- What in it for them?
- How do we help them see possibilities that will improve their business?
- How do we present the business case?
- How can we make this a useful value exchange?

Identifying Employers Unmet Needs

This process can be conducted in three ways:

1. As a part of individualized job development, during the tour, one employer at a time

2. As a part of informational, “discovery” interviews with employers, concurrent with individualized job development

3. As a part of general activity in the community by job developers, family members and job seekers
Identifying Employers Unmet Needs

Target employees performing job tasks to identify possible areas that might need additional support:

- Episodic duties
- Tasks better performed by others at a lower pay grade
- Tasks needing additional production assistance
- Back-ups/Bottlenecks
- Material/tool supply
- Interruptions
- Wasted motions

Worksite Environmental Aspects

Notice non-task related issues:

- Unattended materials/documents
- Waste/scrap materials
- Consistent errors
- Misplaced materials/goods
- Dusty, broken, dirty goods/materials
- Missed opportunities
- Unsafe or unsightly conditions
Worksite Customer Service Aspects

Focus on customers who use the business:

- Customers waiting
- Customers confused
- Customers needing specific information
- Customers angry or with complaints
- Customers needing assistance
- Unsafe or unsightly conditions

Work Environment

Pay attention to:

- How people communicate
- The pacing in the environment
- Noise level
- Level of supervision
- Style of supervision
- Do people appear to help each other?
  - Open doors when someone is carrying items
  - Ask people if they need help
- Do people take breaks together?
Environmental Analysis

- Who supports whom?
- Type of the support people receive
- Location of Support & information
- Who is in charge and who is listened to?
- How is feedback given and received?
- What standards are people measured by?
- Type of communication/ social interactions

Employer Engagement

Engage employer in a self-analysis of the workplace.
Ask employer to consider:

- Unmet needs – “Things that need to get done that are not getting done”
- Tasks better performed by others at a lower pay grade
- Tasks needing specific productivity assistance
Before a Customized Job is Proposed

MUST KNOW:

- How the person’s contributions meets the employer’s needs
- How the employer’s culture can meet the jobseeker’s conditions
- How the job seeker will meet employer’s conditions
- How the job seeker adds value for the employer

Be sure you understand the impact of your suggested changes AND you know why it is good for the employer (value exchange)

- How does it saves money?
- How does it improve the work flow?
- Improves efficiency?
Finding Systemic Balance

Sustainability

Fidelity

State Examples
Missouri Model - Planning for CE

How We Implemented Customized Employment at the State and Local Level

- Initial Discussions - Internal and with other state partners
- Brainstorming target referrals
- Identifying Diverse Community Rehabilitation Program Partners and Regions
- Utilizing Expertise of TA Centers
- Strategic shift in thinking

From Pilot to Phase I
Missouri Model - Funding

- Braided between Vocational Rehabilitation and Department of Mental Health - Developmental Disabilities Division
- Phase 1 (Pilot) based upon an hourly approach and our current supported employment placement milestones

Missouri Model - Training

- Griffin Hammis to provide training
- Two cohorts for initial training
  - Summer 2019
  - Fall 2019
Missouri Model - Sustainability

- Fidelity Discovery Scale to develop a consistent understanding of quality
- Slow and steady implementation strategy to ensure competency
- Train the Trainer Hybrid Model
- Developmental Disability Council support for ongoing provider staff training

Nevada
Customized Employment Training Package

- Funded through a competitive grant from the Nevada Governor’s Council on Developmental Disabilities (NGCDD)
- Requires participation of all individuals with responsibility to students with IDD:
  - Site Administrators
  - Special Educators
  - Related Service Providers
  - School Psychologists
  - Parents

Short-Term Vision

Community Conversations:
- Students with IDD
- Parents
- Teachers
- C.A.T. Members
- Employers
- Service Groups
- Voc. Rehab.
- DD Services
- Local Government
- Officials
Customized Employment Training Package

5 Days of training to cover:
- Customized Employment Overview
- Discovering Personal Genius
- Customized Employment Profile
- Visual/Video Portfolio Development
- Customized Employment Meeting w/ IEP Meeting
- Job Development
- Social Security Work Incentives
- Self-Employment Using a Customized Approach

1 Day of training for middle school teams:
- Customized Employment Overview
- Discovering Personal Genius
- Customized Employment Profile

Customized Employment Training Package

Goal
Systems change to create improved outcomes for LCSD’s students with high support needs.

Importance
- Aligns with current vocational rehabilitation systems change initiatives
- VR recently brought in Griffin-Hammis Associates to train staff training on Customized Employment

CE training series concluded in May 2018
- “The training will help get all related services, CLS teachers, psychs, paras, admins thinking in a similar manner to help these students achieve their long range goals. Better team planning!”
- “Customized Employment training has huge value in reevaluating our current transition practices and realizing the huge role we play for these students in career options. We need to think literally outside the box and let go of the word ‘can’t’ or ‘disability’ and focus on ‘interests’ and ‘ability’! ☺”
- “It was amazing as a parent of a child with IDD; it gave me hope for my son’s future.”
Customized Employment Training Package

Building Your State and Local Customized Employment Capacity
Building CE Capacity
Participant Discussion

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