Employment First in Ohio

Employment First founding statute states that all individuals shall be presumed capable of community employment. “Presumption of employability” means that agencies start with the presumption that all people can work if provided with appropriate supports. Resources, like time & money, should be invested to determine how, not if, a person can be successful in community employment.
Quick History

Customized Employment as one response to:

- Patterns of congregation and segregation
- People socialized into unusual lifestyles
- Low expectations
- “Readiness” trap
Sheltered Workshops (1950s to present) – “readiness” for employment

Recognized the dignity of work, the possibility of work in the outside world, but still congregated and segregated.
Work Activity Centers (1960s to present) – “readiness” for sheltered workshop

Recognized the dignity of work, the possibility of work in the outside world, but still congregated and segregated.
Day Activity Centers (1960s to present) – “readiness” for Work Activity Center
the readiness trap
the readiness trap

• If an individual with a severe disability entered the continuum in a day-activity program and progressed through the continuum at the estimated average rate...
• he or she would spend 37 years preparing for a work-activity center...
• another 10 years in such a center before moving to a workshop, and 9 more years in a regular program workshop.
• In other words, an individual who entered this continuum upon completing school at age 21 would begin his or her first job at age 77.

Bellamy, Rhodes, Mank and Albin (1988)
Who’s not ready?

The question that initiated our supported employment movement.
Marc Gold

Teach; Don’t Test
Marc Gold

About Instruction & Responsibility

“A lack of learning in any particular situation should be first interpreted as an inappropriate or insufficient use of teaching strategy, rather than an inability on the part of the learner.”
Top 10 Richest Teachers in the World in 2013 Estimated Wealth: $20 million
Stephen is a British author, theoretical cosmologist and one of the most influential writers of many books regarding cosmology and physics specially related to the famous “Big Bang Theory”. His knowledge and skills were recognized throughout the world and thus making him one of the richest teachers in the world.

Marc Gold

 Competence/Deviance Hypothesis
“The more competence an individual has, the more deviance will be tolerated in that person by others.”
Shelly assembled circuit boards
the “work station in industry,” or “enclave”
the “job coach” – “job placement” with external support
What would be better?
Personalized Jobs (beyond “job placement”)
The Iceberg Analogy of Discovery

What we usually know about the people we try to assist – just the tip of the iceberg

We need to know much more
Natural Supports

...may be described as any assistance, relationships or interactions that allow a person to secure, maintain (learn) and advance in a community job of his or her choosing in ways that correspond to the typical work routines and social actions of other employees and that enhance the individual's social relationships. Rogan et al. (1993)
Employment Specialist serves as a "bridge" to typical support
Customized Employment

Beyond labor market job development
The new “job carving,” customized jobs
Presumption of Employability & Discovery

Miss Mallory’s job at Kids’ Haven by Sandy
Contribution vs. Competition
Customized Employment Partnership

- Employee Contribution
- Employer Needs
- Voluntary Negotiation

Customized Employment

Derived from Marc Gold & Associates
Our job has evolved into…

To learn what a job seeker has to offer, to contribute and then find a place of business that has need of that. We then make sure she remains interested, learning and has the opportunity to move up or on when desired.
“Do the best you can until you know better. Then when you know better, do better.”

Maya Angelou
So how do we do better?

- Understand the issues
- Understand best practice and that poor quality service hurts
- Convey this to your team
Why our work is hard
(as if you need a reminder)

• Oh, such a big heart you have to do _that_ work!
• Oh, my Kroger hires lots of _those people_ to bag groceries.
• That’s great she has a job, but the business doesn’t have to pay _her_ do they?
• What kind of jobs can _those people_ do?
• My cousin goes to one of those places, but he has the mind of a 7 year old, so I don’t think he could work.
• Like if you think it’s great she took _him_ to prom!
Why this matters

• These ideas make it really easy to settle for segregate settings or for entry level, low skill, low pay jobs, at places that are always hiring – because we’re so happy to have found something

• Because it’s our job to represent people with a higher standard & different way of thinking. *With confidence.*

• *(Because we don’t want to hear – but I don’t want to wipe tables at a fast food place, so I don’t want to work)*
If we want different results for employment then we need to shift:

• How we figure out jobs
• How we figure out supports
• How to encourage and support our staff
Do you ever feel tired from working all day? I am and I am getting used to it. Life is life! LOL

13 Likes  4 Comments
Stereotypes regarding people with disabilities abound.

It’s not fair. It just is.
WHERE DO YOU STAND?

STAND OVER

PROTECT REPAIR

STAND AWAY

WHO DID I STAND OVER TODAY?

ISOLATE SEGREGATE SEPARATE AVOID

STAND AWAY

CREATE DIFFERENCES LANGUAGE

STAND WITH

LISTEN TO SPEND TIME WITH

WHO DID I STAND WITH TODAY?

ACCEPT UNDERSTAND BETTER

Image provided by Rick Strickland, Direct Support Professional Certificate Program Instructor at Central Georgia Tech.
a keeper of hope

“One of the biggest problems has been the low expectation of providers... Until I was connected with a ‘keeper of hope.’ He had hope for me when I didn’t have it for myself. This (kind of relationship) shouldn’t happen by accident - it should happen by design.”

J. Rock Johnson
And you have to have a plan.
That you will follow.

I am here, talking to you, because I believe s/he can benefit your business in these ways…
Who gets into employment?
How do we decide what people can do?
Call it what you will…

- Person Centered Job Selection
- Discovery
- Discovering Personal Genius™
- Vocational Profile

...You HAVE TO KNOW THE JOB SEEKER.
Discovery

- An employment specialist devotes time to know a job seeker -- discerning his/her interests, talents, and ways of contribution, along with understanding the functional impact of his/her disability through:
  - Conversations with job seeker and trusted others,
  - Intentional time in typical life routines, then moving toward novel activities, and
  - Reviewing relevant records.
- Seeking a “spark,” personal passion, or interest -- often something formerly unknown or unexplored.

derived from MG&A
How we often start

What do you want to do?

Or

Where do you want to work?
Need alternative questions

• What do you like to do?
• What do you do well?
• How do you spend your time?
• Who can help offer insight into what you’re good at and enjoy doing?
• When are you at your best?
Marc Gold’s work continues to be relevant

What brings out the competence in this person? What context brings out the intelligence...the gentleness...the adaptive behavior...the work skill...the good housekeeper...the conscientiousness—what context in the way of places, what context in the way of people, what context in the way of task activity, what context in the way of things to look forward to, what context in the way of role expectations? And, having discerned what brings out the best in this person, our task in service goes on to asking the question, how can we do more of that?

It starts with Discovery

- First meeting at a time, that’s suitable for person (and family.)
- Describe the process.
- Determine initial ways to devote time with person.
developing questions & gathering information

• What kinds of things does she like to do within home, school, community…?
  • Learn about computer and room design at home.
  • Thank you notes and art at school…
Start with the familiar, move to the novel

- What are some kinds of work that would use her interest in aesthetics, skill in fine motor control…
- How about some classes at Michael’s?
Sorting-out what’s learned

- **ideal work tasks:**
  - interest and ability in making things look beautiful
  - good communication and people skills
  - ability to use her hands to do detailed work

- **ideal setting:**
  - relatively open spaces at work so that Jessica can safely navigate through areas with her crutches

- **ideal co-workers:**
  - consistent group who will invest time in Jessica’s instruction
  - people who share her artistic interests
  - outgoing people

**Note:** No job titles. Start with the PERSON not the job.
job planning meeting

Includes job seeker, family, friends, employment specialist, VR counselor, case manager and others.

Desired: an equal number of paid and unpaid individuals
Goal

To leave the meeting with a prioritized list of where to begin job development, who to talk to, and what, specifically, the job seeker has to offer that business
# Identifying relevant businesses

## Job Search Bracket

<table>
<thead>
<tr>
<th>task</th>
<th>/</th>
<th>/</th>
<th>/</th>
</tr>
</thead>
<tbody>
<tr>
<td>task</td>
<td>/</td>
<td>/</td>
<td>/</td>
</tr>
<tr>
<td>task</td>
<td>/</td>
<td>/</td>
<td>/</td>
</tr>
<tr>
<td>task</td>
<td>/</td>
<td>/</td>
<td>/</td>
</tr>
<tr>
<td>task</td>
<td>/</td>
<td>/</td>
<td>/</td>
</tr>
</tbody>
</table>

## Summary of job conditions (tasks, setting, people, preferences...) to be sought for person-- from the Discovery process.

### ideal work tasks for Jessica:
- interest and ability in making things look beautiful
- good communication and people skills
- ability to use her hands to do detailed work

### ideal setting:
- relatively open spaces at work so that Jessica can safely navigate through areas with her crutches

### ideal co-workers
- consistent group who will invest time in Jessica’s instruction
- people who share her artistic interests
- outgoing people
### Identifying relevant businesses

**Summary of job conditions (tasks, setting, people, preferences…) to be sought for person— from the Discovery process.**

**ideal work tasks for Jessica:**
- interest and ability in making things look beautiful
- good communication and people skills
- ability to use her hands to do detailed work

**ideal setting:**
- relatively open spaces at work so that Jessica can safely navigate through areas with her crutches

**ideal co-workers**
- consistent group who will invest time in Jessica’s instruction
- people who share her artistic interests
- outgoing people

---

**Job Search Bracket**

<table>
<thead>
<tr>
<th>floral design</th>
<th>2-Helen’s Florist</th>
<th>Helen Foster</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Broadway Flowers Mike?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>nail tech work</td>
<td>9-Z’s Salon</td>
<td>Tammy Smith</td>
</tr>
<tr>
<td>8-Affinity Salon Joan Smith</td>
<td></td>
<td></td>
</tr>
<tr>
<td>display set-up</td>
<td>4-Peggy’s Boutique</td>
<td>Peggy Dyer</td>
</tr>
<tr>
<td>5-Kohl’s</td>
<td></td>
<td></td>
</tr>
<tr>
<td>design work</td>
<td>3-Bill’s Interiors</td>
<td>Bill Fister</td>
</tr>
<tr>
<td>cake decorator</td>
<td>7-Mel’s Bakery</td>
<td></td>
</tr>
<tr>
<td>6-Kroger Bakery Jill Johnson</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Targeted Job Development

- Gives you a list for that particular job seeker
- Creates the basis for your “pitch” to an employer that makes sense
- Keeps momentum going
- Avoids “but we’ve put in applications everywhere in town and haven’t found anything…”
- Avoids “I know of 3 employers who are hiring, which of these interests you?”
How Employers Prefer to Hire

- Resumes
- Advertising
- Employment Agencies
- Proof
- Referrals

Employer’s Preference

Common Practice

Employment Analytics
### Targeted list for Job Development

#### Job Search Bracket

<table>
<thead>
<tr>
<th>Task</th>
<th>Business</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Floral design</td>
<td>2-Helen’s Florist</td>
<td>Helen Foster</td>
</tr>
<tr>
<td>Nail tech work</td>
<td>1-Broadway Flowers</td>
<td>Mike?</td>
</tr>
<tr>
<td>Display set-up</td>
<td>9-Z’s Salon</td>
<td>Z</td>
</tr>
<tr>
<td>Design work</td>
<td>8-Affinity Salon</td>
<td>Joan Smith</td>
</tr>
<tr>
<td>Cake decorator</td>
<td>4-Peggy’s Boutique</td>
<td>Peggy Dyer</td>
</tr>
<tr>
<td></td>
<td>5-Kohl’s</td>
<td>?</td>
</tr>
<tr>
<td></td>
<td>3-Bill’s Interiors</td>
<td>Bill Fister</td>
</tr>
<tr>
<td></td>
<td>7-Mel’s Bakery</td>
<td>?</td>
</tr>
<tr>
<td></td>
<td>6-Kroger Bakery</td>
<td>Jill Johnson</td>
</tr>
</tbody>
</table>

#### Summary of job conditions (tasks, setting, people, preferences...)

- **Ideal work tasks for Jessica:**
  - interest and ability in making things look beautiful
  - good communication and people skills
  - ability to use her hands to do detailed work

- **Ideal setting:**
  - relatively open spaces at work so that Jessica can safely navigate through areas with her crutches

- **Ideal co-workers:**
  - consistent group who will invest time in Jessica’s instruction
  - people who share her artistic interests
  - outgoing people
Initial Contact - Introduction

This....

Hello, my name is Joe and I work for Happy Hearts Jobs. We are a supported employment provider and help people with disabilities gain meaningful and productive employment in the community. I was wondering if you have any openings?

Or This....

Hello, my name is Joe and I work for Employment Solutions. We are an employment agency that provides area businesses with recruitment assistance and retention support. Much of our success comes from learning about our customers hiring needs and expectations. I would love to get 20 or 30 minutes of your time to learn more about your business...would you have some time next week to meet?

Derived from Employment Analytics
Hello my name is Joe and I work for Community Employment, an employment agency that provides area businesses with recruitment assistance and retention support. Terry Smith suggested I contact you about a woman with a real gift for making things beautiful and an attention to detail. She has taken some classes in floral design and really enjoyed them. I would love to get 20 or 30 minutes of your time to learn more about your business… would you have some time next week to meet?
Two Distinct Approaches

*Labor Market SE Job Development:* Responding to the needs of employers with applicants who are “qualified” to meet those general needs.

*Customized SE Job Development:* Discovering the “strengths, needs and interests” of applicants and negotiating a job description that meets both the applicant’s and employer’s specific needs.
According to the US Department of Labor:

- Customized employment means individualizing the employment relationship between employees and employers in ways that meet the needs of both.
- It is based on an individualized determination of the strengths, needs, and interests of the person with a disability, and is also designed to meet the specific needs of the employer.
Customized Employment Partnership

Derived from Marc Gold & Associates
Customized Employment – Creating Opportunities & Solutions

Customized Employment – Creating Opportunities & Solutions

• Good for the employer & employee
• Especially helpful for people with most significant impact of disability
• Compare his income - $900/month versus $20/month
  ➢ Joe didn’t change. Joe’s employment and the type of support changed.
• Andrew, upon exiting HS in 1992, was to be sent straight to the sheltered workshop due to Vocational Evaluation reports.
  ➢ Andrew didn’t change. What was known about Andrew changed.
• None of these jobs existed before an Employment Specialist approached the business and, together, they created the opportunity
Leading Questions – Customized Employment

- Can you tell me about your business, the products & services?
- What is most important to your company?
- What types of work are done here?
- What about additional tasks - things that happen when people have time to do them?
- What happens when those things don’t happen as needed?
- Are there tasks that you need to be completed more efficiently or timely?
- Can we talk about ways my client might contribute to your company in a manner I think you’ll find very useful?
- Could I set up a time to tour your business and also see these tasks more in depth? (If no tasks mentioned, then begin with general tour to further the conversation)
Leading Questions – Labor Market

- What type of work do you do here?
- What’s most important to your company?
- What skill sets do you look for when hiring? What about experience & education?
- What openings do you have now? Do you foresee other openings in the near future?
- What is your hiring process?
Difference between “do you hire people with disabilities?” and knowing where you’re going, who you are talking to, and having conviction behind why you are there.
"Where do you want to work?"

“I want to work at Dairy Queen”

What can we say next?

Quiz your staff at staff meetings
What could be better?
Job Development

I have worked in business, marketing and am the Job Developer. I’ll find jobs & then our direct support staff will help them learn the job.

I have lots of connections, I can get people to agree to hire our folks.
Then the question came...

What if I find jobs and then don’t have people to fill them?
We have to think about...

- What damage can come of going backwards? (JD before discovery?)
- How much do you think an employer values a particular employee if she’s agreed to hire her just because she has a disability?
Job Development

- Rules of Sale
- Public Relations/Marketing your Employment Service
- Employer Research
- Informational Interviews
- Networking – the importance of Connections
- *It’s so much more than just picking up applications and filling them out.*
Natural Supports

- After a targeted job search has been established through *discovery*, the employment specialist devotes time in an interested business to learn:
  - about the *ways*, the culture of the company, how they do business and what’s important;
  - the typical *means* for new employees learning new tasks
  - the typical *people* that provide instruction and how they teach
- And then design a plan to honor typical *ways, means and people* to the fullest extent possible.

derived from MG&A
Job Analysis - Seek strategies for promoting natural supports

Product Handling Equipment, Inc.
Buckner, KY

Debbie
Job Analysis - Seek strategies for promoting natural supports

Product Handling Equipment, Inc.
Buckner, KY

Tim and Robert
Natural Supports Research

• **typical business practices =**
  • higher wages
  • better integration and interaction with non-disabled co-workers

• **greater hours of direct support =**
  • less typical orientation and training
  • lower wages and less typical compensation package

*regardless of level of disability*

“Analysis of Typicalness of Supported Employment Jobs, Natural Supports, and Wage and Integration Outcomes” (Mank, et al., AAMR, 1997) “Patterns of Support for Employees with Severe Disabilities” (Mank, et al., – AAMR, 1997)
More natural support considerations

“…these data show that if a person’s employment features and conditions are atypical in the beginning, then their employment is likely to continue to be atypical over time.”

Or “once funky, always funky.”

“Analysis or Typicalness of Supported Employment Jobs, Natural Supports, and Wage and Integration Outcomes” (Mank, Cioffi, and Yovanoff – AAMR, 1997)
Shelly at UPS
Miss Mallory at Kids’ Haven
Work Matters

Large “comprehensive care center”
Undergoing transition from congregate day settings to employment in IDD

https://www.youtube.com/watch?v=OZ5FpzeJ3J4
Jessie’s Giftedness

- Hospitality
- Gift of “welcome”
- Appreciation of beauty

(Compare to listing academic skills, voc eval scores, how much she can lift, etc…)
Discovery allows us to...

“Stack the deck in Jessie’s favor….She becomes more likely to compete…in the labor market.”

It allows us to focus on Jessie and not focus from a deficit based perspective.
Reasons for organizations "doing SE"

1. *Fiscal incentives* to agencies, funders and possibly others (e.g., “It’s financially advantageous to our agency to do supported employment.”)

2. *Inevitability* (e.g., “Supported employment is the coming trend. Sheltered workshop days are numbered. Either join or get left behind.”)

3. *Ideology* (e.g., “We need to provide supported employment because it’s the right thing to do.”)

Tyree, Kendrick & Block, 2011
managing complex change

Vision + Skills + Incentives + Resources + Action Plan = CHANGE

Skills + Incentives + Resources + Action Plan = CONFUSION

Vision + Incentives + Resources + Action Plan = ANXIETY

Vision + Skills + Resources + Action Plan = RESISTANCE

Vision + Skills + Incentives + Action Plan = FRUSTRATION

Vision + Skills + Incentives + Resources = TREADMILL

Adapted from Knoster, T (1991) Presentation to TASH Conference, Washington, D.C.
Adapted by Knoster from Enterprise Group, Ltd.
The mission of Career Solutions is to enhance employers’ productivity, capital, and diversity by facilitating the placement of skilled individuals in invaluable occupations.

Career Solutions is a program of Down Syndrome of Louisville.
Resources

• APSE
• Griffin-Hammis & Associates
• Marc Gold & Associates
• ODEP – Customized Employment
• Kentucky Supported Employment Training Project
Thank you