

CUSTOMIZED EMPLOYMENT: PART 1

Beth Keeton
Griffin-Hammis Associates



2

Today's Agenda



- Getting Grounded in Work
- Intro to Customized Employment
- Discovery
- Job Creation Strategies
- We're In the Money



3

GETTING GROUNDED IN WORK

Pouring the Foundation



4

Brainstorming the Work 411

Who? Why? When? What? How? Where?

Why Work?

GA

5

TRANSITION TO EMPLOYMENT

Let the Wild Rumpus Begin

GA

6

ACICIEID Recommendations for Increasing Transition to CIE

- Early work experiences, including PAID work
- Access to post-secondary education
- Increased family expectations
- Systems integration to support a seamless transition

GA

ACICIEID Transition, cont.

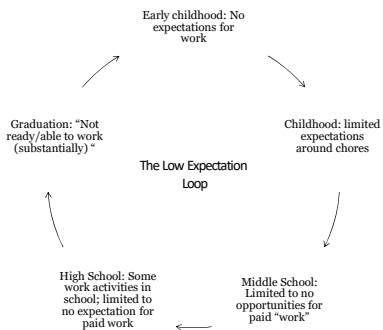
- "...overall conclusion... is that youth should leave their secondary education with integrated work experiences and/or a competitive integrated job."
- "... early exposure to CIE and/or integrated work experiences during high school is the **number one predictor** of post-school employment success for youth with I/DD and other significant disabilities."



High achievement always takes place in the framework of high expectations.

- Jack Kinder





What Feeds Low Expectations

- Misguided assumptions about who can work and what it takes
 - Communication
 - Academics (Reading, writing, and arithmetic)
 - Motivation
 - Behavior
- Process of “competitive” employment often rules people out
- Customized Employment provides alternate path



Customized Employment

- Puts the foundation under the belief that ALL can work
- Requires fundamentally different approach to:
 1. Getting to know job-seekers, and
 2. Getting to know community, employer, and jobs better
- Focuses on Creating Opportunities, not Finding Jobs
- Relies on Discovery and Informational Interviews



Change the
Vision

Change the
Stories

Change
Expectations



Chelsea

- Work experience in retail & beauty salons
- Vocational Themes: Children & Technology
- Volunteering at elementary school- Informational Interview with principal
- Unmet Need: pull out support for students struggling academically
- Purchased iPads, provides pull-out instruction several days/week



Video Clip

David Egan, Booz Allen Hamilton



INTRO TO CE



Customized Employment

“Customized Employment means individualizing the employment relationship between employees and employers in ways that meet the needs of both.”

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

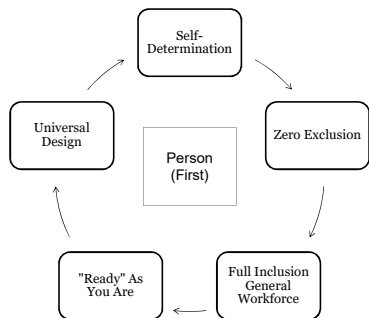


Customized Employment (CE)

An outcome and a set of tools and strategies resulting in positive employment opportunities by matching a job seekers interests, skills, and ideal conditions of employment with an identified employer or community need(s).



Guiding Principles



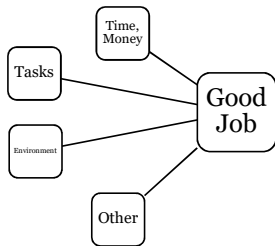
Fundamental Truth #1:

A person is a person is a person

There is no us,
There is no them,
We are all just people



Small Group Activity: What Is a Good Job?



Which of these are standard?

Which vary more between people?



What Is a Good Job Part 2



What would be different for people with disabilities?

Why?



Fundamental Truth #2:

A good job is a good job is a good job

Support People to Find:

- ✓ The highest paying jobs
- ✓ That maximize their skillsets
- ✓ Promote Respect & Inclusion
- ✓ Enable them to reach their financial goals





"All I want is a chance to prove money can't make me happy."

Reprinted from The Funny Times / PO Box 19930 / Cleveland Heights, OH 44118
phone: (216) 371-8800 / e-mail: info@funnytimes.com



What is Customized Employment ?

- ✓ Meets the abilities of the individual and
- ✓ The needs of the business and
- ✓ Uses flexible strategies

Individually determined:

- ✓ Strengths
- ✓ Needs
- ✓ Interests

- Stands on shoulders of Supported Employment
- Not a service or program... it is an approach



Shifts in Customized Employment

- Assessment ⇨ **Discovery***
- Job Development ⇨ **Exploration & Negotiation***
- Job Coaching ⇨ **Consultation & Facilitation***
- Maintaining Jobs ⇨ **Growing Careers***



26

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



27

Hallmarks of CE

- Individualization required: must be one person at a time
- Requires negotiation of job duties/employer expectations
 - Goes beyond resume development or training on interview skills
- Employment development determined by individual, not openings or market demand
 - Not filling out applications for existing jobs; paperwork is after-thought
- Uses Discovery to identify the Ideal Conditions of Employment



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
- Often leads to entry-level, minimum-wage, high-turnover trap



General Presumption

1. Employment is a competitive process



2. S/he who Competes Best... Wins!



Group Discussion

If competitive approach isn't working, what are the alternatives?

What would happen if we avoided the competitive approach entirely?

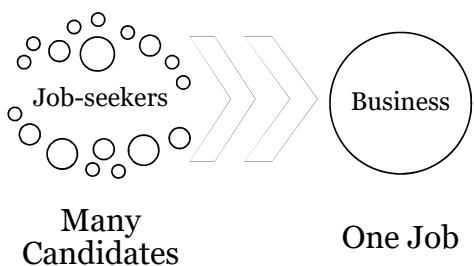


Customized Approach

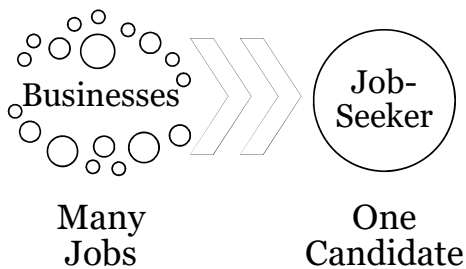
- Avoids labor market trap by focusing ONLY on ONE person
- Learn about skills, interests, & vocational themes
- Explore businesses where people with similar themes work (not based on who is hiring)
- Identify, create, & negotiate win-win opportunities



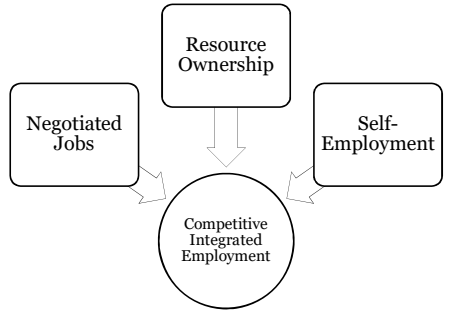
Labor Market/Traditional



Customized



Negotiated Outcomes



Job Creation

Example



- Theme: Office
- Ideal conditions:
 - Clean
 - Structured
 - Weekdays, part time
 - On bus route
- Strategy: Negotiated Job- "Filing position"



Scott's Ice Cream

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

<http://everyoneemployed.com/2013/05/31/dreams-cone-true-scotts-ice-cream-a-truly-delicious-success-story/>

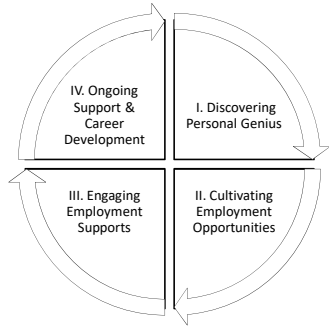


Farm Fresh Produce

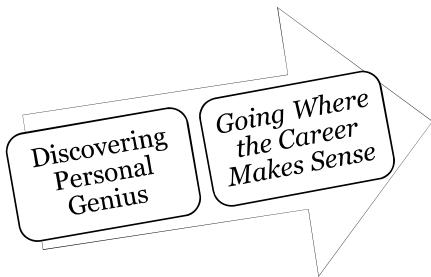
- Interests/skills: Agriculture, Big Machinery, Outdoors
- Support Considerations: Flexible environment, ongoing support
- Outcome: Economic win-win; self-employed with access to ongoing support



Customized Employment Phases



Getting Started with Discovery



“Give me six hours to chop down a tree and I will spend the first four sharpening the axe.”

— Abraham Lincoln



If You Were Looking for Job...

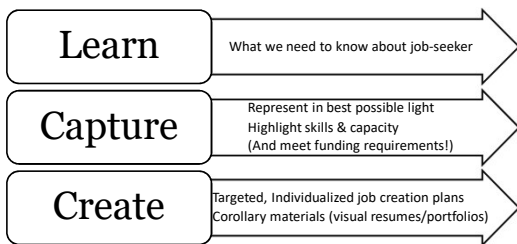
- What should employers to know about you?
- What should employment agency know? NOT know?
- Who should agency talk to? Or NOT?
- What should they see?
- How would you best highlight your skills and experience?



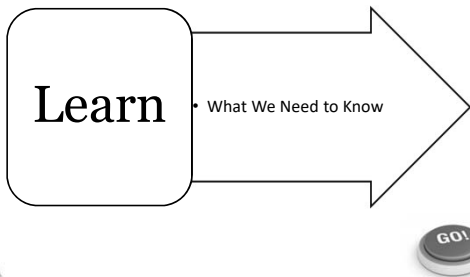
What We Need to Know



CE: The Mission



Getting Started with DPG



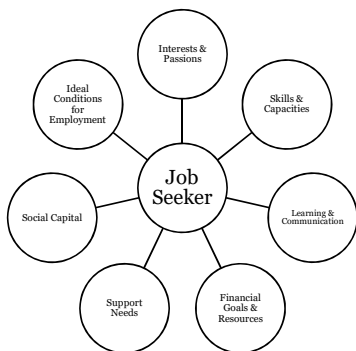
DPG Quick Tip:

Focus is on learning about the person, not figuring out the job, so...

Don't Jump to Job!



What We Need to Know



What We Create Depends on What We Know



May Need to Use Different Strategies to Get to Know People Better



Discovery consists of seeing what everybody has seen and thinking what nobody has thought.

The task is, not so much to see what no one has seen yet; but to think what nobody has thought yet, about what everybody sees.

Schopenhauer/ Szent-Györgyi?



Discovery/DPG

- Starts from premise that ALL can work
 - Answers what work will be best, not if work is possible
- Exploration to learn:
 1. More about the job-seeker, and
 2. More about his/her family, social capital, etc.
 3. More about community businesses

And Remember... "Failure" Is Not an Option!



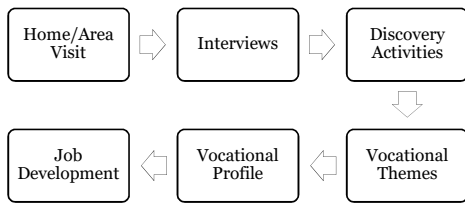
DPG: What it Is

- Provides people the space to **showcase**:
 - Who they really are, and
 - What they can do...
- In the environments that mean the most (and new ones too)

Are you at your best when being tested, or rather when you are exploring familiar and/or new places, people & things?



How We Gather the Information



Discovering Personal Genius™



Why Discovery Starts at Home...

Activity

- Pull out your cell phone. Yes, really!
- Take a few minutes to scroll through your pictures
- Find some that that you feel comfortable sharing!
- Pair up with someone you don't know... share pictures to help partner learn about you
- Partner uses smooth listening to elicit information (not asking direct questions)
- Switch after 5 min



Home Visit & Neighborhood Mapping



Discovery Activities & Informational Interviews

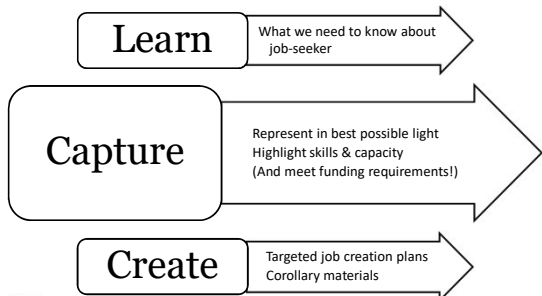
- Opportunity to see job-seeker in action... try new things... meet new people
- Activities must be:
 - Task-based (actively doing something)
 - Meaningful (link to common routines, skills, interests)
 - Real and experiential
- Activities not assessment!
 - Do not assess or judge
 - Support only as necessary
 - Capture information to report objectively and optimistically



DPG Visits, Amy (Animals)



Individualized Assessment: The Mission



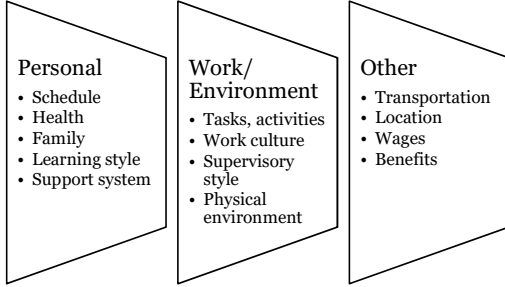
Vocational Profile

- Interests, talents, skills, tasks as observed
- Best ecological fit
- Best learning mode/methodology
- Places/situations to avoid
- Personal resources
- Most endearing/engaging qualities
- Exploitable skills
- Ideal Conditions for Employment
- Off the job supports & transportation
- **Three confirmed vocational themes**

Ideal Conditions of Employment

- Things that must be in place for work to work
- Exist independent of any specific work environment- they are the person's conditions
- May be categorized as:
 - Preferences vs. needs
 - Negotiables vs. non-negotiables
- Not specific to disability, though disability may influence them
- **Everyone** has ideal conditions for employment

Ideal Conditions Might Relate To..



Activity: Identify Your Own Ideal Conditions

- Take a few minutes to think about your own Ideal Conditions
- Consider:
 - Personal attributes
 - Interests, skills, & talents
 - Preferences
- In pairs of two, or small groups at your table, talk through each other's ideal conditions and get feedback



Matt: Ideal Conditions vs. Job Descriptions

Ideal Conditions	Job Descriptions
<ul style="list-style-type: none"> • Work with "guys"- preferably young men • Work in a group • Fast-paced tasks/activities • Consistent routine • People understand idiosyncrasies • Work with hands- tasks are manipulative & visually clear • Away from general public • No music 	<ul style="list-style-type: none"> • Pushing carts/stocking shelves • Prepping merchandise • Unloading trucks • Breaking down boxes

“The main problem with this great obsession for saving time is very simple: you can't save time. You can only spend it. But you can spend it wisely or foolishly.”

-Benjamin Hoff, The Tao of Pooh



CE PART 2: JOB CREATION STRATEGIES

Innovate & Create!

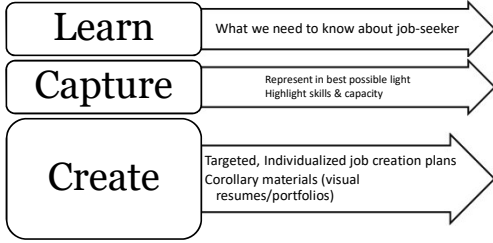


The Challenge

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



CE: The Mission



Turn & Talk: If You Were Looking for Work...

- **What strategies would you use?**
- **How would you find possible jobs?**
- **Who would you talk to/connect with for help?**
- **What are the most standard recommendations?**



EMPLOYER ENGAGEMENT



What Employers Need to Know: Option 1

Michelle has schizophrenia. People typically are diagnosed with schizophrenia in their mid-late twenties, though the onset of symptoms may have started much earlier for some. Schizophrenia is characterized by disordered thoughts and visual or auditory hallucinations. Psychotropic medication can help to alleviate or manage symptoms, but currently there is no accepted cure for schizophrenia.

Michelle is interested in doing clerical work in an office setting.

How helpful is this information...
to you or to the employer?



What Employers Need to Know: Option 2

Daniel has been working on computers since he could walk. He completed the A+1 level computer technician certification and recently finished an internship working with a local computer company installing security features on company networks and training employees how to use them. He also has strong skills with basic computer software programs, and excels at troubleshooting common issues. Daniel has an auditory processing disorder, so written instructions are more helpful than verbal. Because he writes so much down, he has developed excellent note taking and organizational skills.

How helpful is this information...
to you or to the employer?



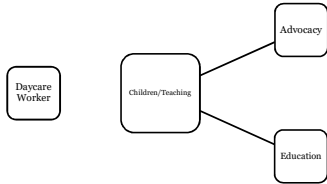
Job Creation Rule #1:

Don't Bury the Lead!



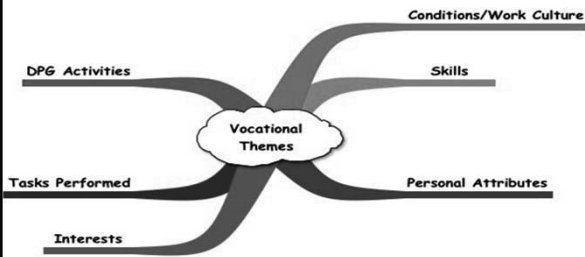
Vocational Themes

- Broader than job descriptions... hold many possibilities
- Force us to think and learn beyond what we know
- Find the "hidden" jobs & opportunities

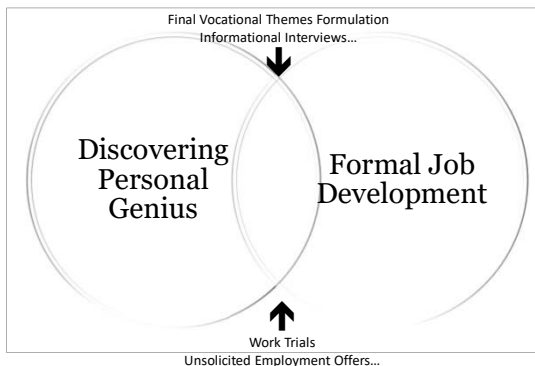


Charting the Themes

Griffin-Hammis Associates:
Elemental Flow Chart for Developing Vocational Themes




THE TRANSITION FROM DPG TO JOB DEVELOPMENT



76

What's Your Lead?


Video



77

Job Creation Activity


Vocational Themes → ? → ?



78

Job Creation Rule #2:

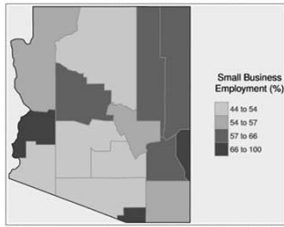
*Start Small,
Build Big*



Avoid the Big Box Stores



Arizona Small Business Stats



553,779 Small Businesses

Represent 99.4% of all Employers

Employ 44.5% of private sector workforce

file:///C:/Users/bkeet/OneDrive/Desktop/2018-Small-Business-Profiles-AZ.pdf



Finding the Hidden Job Market


- Small employers that share vocational themes
- Hiring is personal in small business
- Easier to reach the decision-maker... and to make decisions
- Revolutionizes development in small, rural communities
- Mission: Identify 20 businesses for every theme!




82

Job Develop Up the Supply Chain


Goat Farm: Milking, care, cleanliness, health & safety, feeding, maintenance, breeding, farm tasks...




Related Careers: Growing grain, farming, weaving, butchering, cooking, veterinary, ranching, farm/ranch maintenance...



Cheese Making: Cleanliness, chemistry, measuring, cooking, portioning, packing, Q28 sales/service




Wholesaler Level: Pack boxes, value added processing, logistics, transport, customer service...



There because of a Food/Agriculture Theme?

Retail: Opening boxes, bagging, chasing carts






• The Individual is the source of Employment Information, Not the Labor Market

GHA Cary Griffin

83

Hidden Jobs...

GHA

84

Job Creation Activity

Vocational Themes

➡

Lists of 20

➡

?

GHA

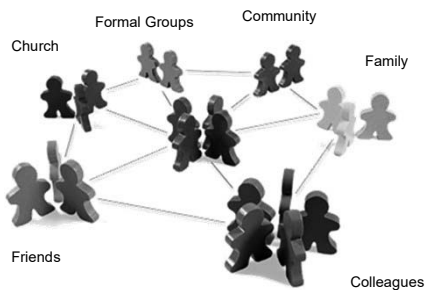
Job Creation Rule #3:

Everyone Needs a Wilson





Relationship Mapping



Job Creation Activity



Adam- Emerging Themes

Initial Information:
Great organizing, alphabetizing, etc.
Likes movies
Original idea: video store

More Exploration..
Themes
Medical
Technology (audio/video production)
Agriculture

Adam, Local Laboratory



Job Creation Rule #4:

Represent!



Representing on All Levels

- Language...
 - Career counselor?
 - Who you are working with?
 - Description of the person?
- Think this through before you make calls or schedule interviews



Sample Script

“Hello! My name is Jane Dow. I’m a Career Counselor with XYZ Enterprises, and I’m assisting a job seeker named Nikki who has a strong interest in __ (industry) __ and is exploring career opportunities in this field. Dave Adams, from the Small Business Development Center, recommended I call you. We are hoping you would consider letting us come in and interview you to get your insight and advice on career possibilities in this field, and possibly take a short tour of your business. Would you be willing to meet with Nikki and me for about 20 minutes any time next week, at your convenience?”



What's In a Resume?



Visual Resumes or Portfolios

Formats:

- Digital
- Paper
- Video

Anthony



Job Creation Rule #5:

Take Money, Make Money...

Create Win Win Wins!



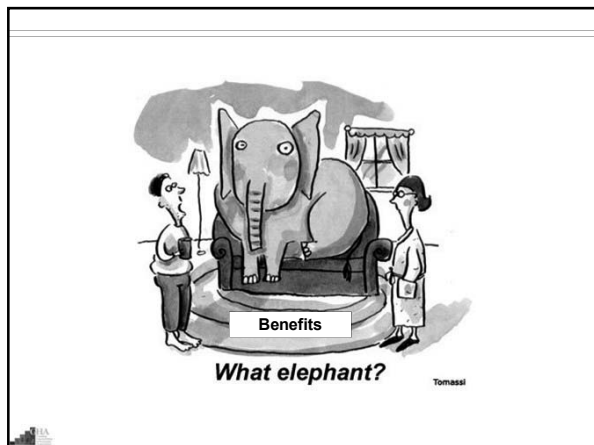
Job Creation Funding Sources

- Vocational Rehabilitation
- Plan to Achieve Self-Support
- Individual Training Accounts
- Individual/Family
- ABLE Accounts

Key: Support Broader Economic Development



Catfish, Anyone?!



Benefits & Work: A Different Equation

Benefits

Financial
Stability

Work



Building Financial Futures

- Want a different answer? Ask different questions!
- What is your vision for the future?
- Living, working, playing (entertainment/recreation)?
- Working steadily, good place to live, friends/family, etc.
- What does income need to look like to support this?
- How do we best pull everything together to help get you there?
- Work and income typically inextricably linked



Benefits Basics #1

Cash Benefits

- SSI
- SSDI



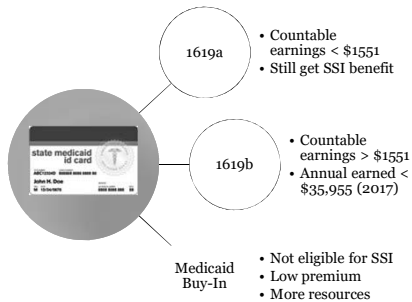
Health Insurance

- Medicaid
- Medicare

Linked for initial eligibility
Continued eligibility based on work rules, not receipt of cash benefit
Medicaid waiver based on continued Medicaid eligibility



Benefits Basics #2



Benefits Basics #3

Student Earned Income Exclusion (SEIE)

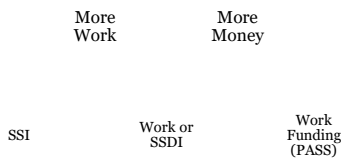
\$7350 in work earnings (2018)

- ✓ More income while still maintaining some (or all) SSI
- ✓ Build work experience & connections
- ✓ Earn Social Security credits
 - ▲ Increased benefits (Medicare)
 - ▲ Increased funding opportunities (PASS)



Benefits Basics #4

SSI Recipients



Often the case for SSDI beneficiaries
Must run the numbers... great teaching/budgeting opportunities!



105

Plan for Achieving Self-Support

- PASS allows individuals to:
 - Set aside money for a work goal
 - Have resources over the asset limit
 - Money that is set aside does not "count"
- Individuals contribute funds- (not SSI \$)!!
- SSI benefits can increase to full FBR



Possible Sources of Funds for PASS

- | | |
|--|--|
| <p>Earned Income</p> <ul style="list-style-type: none"> • Wage Employment • Business Income | <p>Unearned Income</p> <ul style="list-style-type: none"> • SSDI • VA Benefits • In-Kind Support |
|--|--|

Possible PASS Expenditures

- Transportation to or from work
- Tuition, books, etc. (school or training)
- Attendant care
- Employment services (job coaching)
- Supplies to start a business
- Equipment/tools, safety equipment
- Uniforms, special clothing

Earned Income PASS Calculation


	No Pass	W/ PASS	
SSI with PASS			
Gross Wages			ANNUAL PASS TOTAL
Benefit Rate (SSI)	733		
Gross Wages	0		
-SS	0		
Remainder	0		
- PASS	x		
Countable Earnings	0		
SSI Check Amount	733		SSI Check Increases By
Personal Income			
SSI	733		
Gross Wages	0		
- PASS Expenses	x		
Total Income	733		
PASS Income	0		

109

Unearned Income PASS Calculation

	No Pass	W/ PASS	
SSI with PASS			
Unearned Income	485		
Benefit Rate (SSI)	733		
Total Unearned	485		
-20	465		
- PASS	0		ANNUAL PASS TOTAL
Countable Unearned	465		
SSI Check Amount	268		SSI Check Increases By
Personal Income			
SSI	268		
Unearned Income	485		
- PASS Expenses	x		
Total Income	753		
PASS Income	0		

110



Liss: Ebay Reseller

Interests/Skills:

- Communication, computers, fashion

Support Considerations:

- home-based, accessible

Link: business maximizes independence and Income

\$11k Net, Y1
\$28k Net, Y2

PASS to fund stock AND eradicate overpayment

111

Thank you!

Beth Keeton
Griffin-Hammis Associates
bkeeton@griffinhammis.com

