

# Session 1 / Day 2 PowerPoint Outline

## Supported Employment (SE) Core Training Series: Job Development

### From discovery to job development

- Always use the information learned about the job seeker's interests, conditions, and contributions
- Begin with prioritized list of employers from Plan of Action/Job Search Form
- Continue to network as needed – adding (with job seeker's permission) contacts that meet interests, conditions, and contributions

### All jobs found via VR must meet definition of Competitive Integrated Employment – CIE

- You are paid no less than minimum wage and at least what other employees without disabilities who do similar work at that job are paid.
- You are eligible for benefits and promotions like your coworkers without disabilities who do similar work.
- You interact with other people without disabilities to the same extent as employees without disabilities who do similar work.

### Two 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.

### Labor Market Typical Process

- Employer Contact
- Informational Interview/Job Analysis
- Application
- Employment.

### Customized Typical Process

- Employer Contact
- Informational/Job Analysis
- Presentation

- Negotiation
- Employment.

## Customized Employment

- Leadership Series & Certifications = Ability to bill OVR at CE Rate.
- BUT anyone can customize a job!

## I just don't know that they can...

[Employment First Kentucky](#)

## Contribution versus competition

A woman in a wheelchair overseeing a group of young children in a classroom setting.

## Framework for today

[Job Development at a Glance](#)

## 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...”

## Businesses as Customers

A group of executives in suits reviewing a document and checking their phones.

## Hidden job market

70 – 80+% of jobs are never advertised

## How Employers Prefer to Hire

- A pyramid chart with Resumes at the top, then advertising, employment agencies, proof, and referrals at the bottom.
- It's common practice to work from the top (resumes) to bottom (referrals) but employers prefer working bottom (referrals) to top (resumes).

## Where to make contacts: the work of Job Development

- Business contacts - ES & agency
- Society of Human Resource Management
- Social media contacts
- Business Contacts - job seeker, friends & family, OVR

- Civic organizations
- Workforce Innovation Board
- Advocacy agencies
- Professional associations
- Chamber of Commerce
- Coalition of Workforce Diversity.

## **Talk to Employers in your Community**

Evidence-based practice shows that if you talk to 3 new employers a week, hiring rates will increase.

## **Identifying Relevant Businesses**

### **Networking Ideas**

- Board members
- Mechanic
- Neighbors
- Vet
- Dentist
- Church members
- Soccer parents
- Grocery clerk
- In-laws
- Beautician
- Teachers
- Coach

## **Job Search Methods Yielding Jobs (Department of Labor)**

- Informal - 63%
- Want Ads - 14%
- Agencies - 12%
- Other - 11%

## **Networking**

- Always be ready to explain what you do. (2-3 sentences).
- Get involved and participate.
- Listen.

## Breakout Room Activity

How do you answer the question “What do you do?” in general conversation or at a networking event?

### Ellie & the Why’s of where to go

- Wide variety of tasks and opportunities
- She had really strong memories of YMCA activities from her childhood
  - Employees get a free membership & she was excited about the possibilities of this perk!
- Looking for businesses on TARC 3 route (transportation)
- Looking for place where the culture is to look out for each other
- “Membership” culture/value was important – among staff & Y members
- Listening to an openness to new ideas
- Possibility of being around lots of people – social interaction

### Megan & the Why’s of where to go

- She loves to bake
- Being busy & focused helps to keep the symptoms at bay. This is a busy bakery/catering company.
- Small business and ES could talk directly to the owner about her business and hiring needs
- There is plenty of work to do, ES had belief that she would be valued for her work/contribution
- Local business
- Sarah: “Megan is passionate about baking”. Business Owner: “Well, I need some of that!”

## Conversation starters

- Where do you find or recruit employees?
- How are people trained in their job?
- What are the prerequisites for working here? How or where do your employees gain the experience required to work here?
- What personal characteristics do you look for in employees?
- Creates an opportunity to discuss the service you provide
- Offers you information about natural training means & methods that can be used in assessing job match & training plan
- Gets deeper into qualifications, offers additional insight than standard list of requirements, and may include list of similar companies

- Offers tips to highlight in a resume or interview; offers glimpse of culture & what is valued

## 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? (If already mentioned now talk about the client & what s/he could contribute).
- 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?

## Public Relations

- Some principles to keep in mind:
  - "First, do no harm."
  - Appreciate people's "heightened vulnerability" to images, words, places, and activities that perpetuate negative stereotypes.

## Care v. Support

"... It's about dignity. The concept of employment first also battles against the idea of care vs. support. Traditionally services were rooted in how to care for individuals, but we are now moving toward supporting people to live the lives of their choosing." - Sean Roy, HDI –

[Perspectives on Youth](#)

## Quietly Sharing your Values:

- Professional
- Says "Employment Service"

- No Sympathy or Charity
- Respectful and Dignified

## What's in a name?

- Job Coach, OR
  - Employment Specialist
  - Career Coordinator
  - Employment Recruiter
  - Business Liaison
  - Employment Facilitator
  - Employment Consultant
- Does your job title:
  - Provide clarity and understanding about your role?
  - Cause confusion about what you do and people you serve?

## Marketing Tools

- Brochures
- Business Cards
- Fact Sheets
- Newspaper Articles
- Newsletter
- Media

## Newsletter examples:

- Employment Opportunities newsletter about discovering all the pieces of supported employment.
- Owensboro Museum of Science & History newsletter snippet about the success of their employee, Casey.
- A feature piece about Jeremy working at the Great American Cookie Company.
- Greater Owensboro Chamber of Commerce 2023 Education and Workforce Development Institution of the Year snippet on education.

## Logos & Slogans

- Hope Haven Empowering Individuals with Developmental Disabilities.
  - Professional? Says Employment Service? No Sympathy or Charity? Respectful and Dignified?
- Revolutionizing workforce diversity. CEO (Creative Employment Opportunities).
  - Professional? Says Employment Service? No Sympathy or Charity? Respectful and Dignified?

## Photographs

- This is your one chance to show “a job for a person with a disability.”
- Show people working.
- Avoid cheesy shots.
- Choose the picture on its own merits, not the story.

## Language

- Job Development – Recruitment Assistance
- Job Coaching – Retention Support
- Follow-Along – Post-hire Support
- Consumer – Applicants, Job Seekers
- Supported Employment – (simply) Employment
- You are talking to businesses – keep human service language out of it.
  - ADT, TRP, Staffed Residence, CLS, E&R, Community Access, DSP...
  - “In the community”

## Personal Presentation

- Dress in line with the industry/business or a step above
- Conduct yourself in a manner appropriate for the business
- Be yourself and remember you are making an impression on behalf of the job seeker and your agency
- [What to Wear to an Interview \(Coursera\)](#)

## Quote by Abraham Lincoln

“What kills a skunk is the publicity it gives itself.”

## Informational Interviews

- A way to get in the door:
  - Gaining relevant info about nature of work, while
  - thinking about possibilities, and
  - WITHOUT the pressure (on employer or on you) that’s often present when making a job development call.
- May take place during PCJS/Career Profile or job development.
- See handout – Cary Griffin – [“Informational Interview Template”](#)
  - “Most folks love to talk about their business and since you are not pressing them, a tour is considered low-risk.” – Cary Griffin
- A casual conversation with a prospective employer at the monthly Chamber of Commerce “Business After Hours” social or at a service club meeting (e.g., Kiwanis, Rotary, Lions, et al.) can lead to a probe such as... - Cary Griffin

- “I’ve never seen your operation before. Would you mind if I called you to set up a time for a tour and a bit of a chat? I am working on a career plan with a young woman right now who has an interest in your industry, perhaps you could give her some career advice and suggest her next steps?” – Cary Griffin
- Generally, a request for fifteen to thirty minutes works well because it signals respect for the person’s time, and it indicates that you are busy as well.
- Experience shows that fifteen minutes may become thirty to sixty minutes once the discussion and tour begins.

### *Informational Interviews – How To*

- General format:
  - Brief Discussion - “Before we tour, can you tell us a bit about the history of the business, the products and services, and how the business is evolving?” And “Tell us how you got into this line of work.”
  - People want to know that you care, so give them a chance to talk about themselves.
  - Tour, with questions asked by the job seeker (if present) and the employment specialist at appropriate times and of various people performing the many tasks along the way.
  - Wrap-up by thanking the people for their time and ask for any advice they have for the career plan, other businesses that should be visited (ask for a referral!), etc. Make your exit and promise to stay in touch.

### **Smooth Listening**

- Remember: We are not the experts on their business!
- Listen more than you talk.
- We are merely looking for advice.
- Don’t use personal stories or wind up talking about yourself or what you do.
- Ask open-ended questions with an emphasis on the job seeker.
- “What advice would you have for someone trying to start out in your field?” – Cary Griffin

### **Example of Info Gained - What more can you ask? What possibilities can you see?**

- Shipment comes three times a week – we can’t get in the room for the two days after.
- I have people with master’s degrees bagging rocks.
- The office is a mess. Look at all these catalogs we get.
- The website orders were just given to my department. We don’t have anyone to process these orders.

- Inventory is around the corner, I'm afraid to even open the door as it's a mess.
  - Adapted from [TransCen](#)

## Getting in the front door

- Options for initial contact in order to schedule a meeting:
  - Third-party connection
  - Informal context
  - Drop-in visit
  - Telephone contact with email of self-referral

## Breakout Rooms - Activity

- Download – Human service to business language
- Discuss:
- How can using business language when doing job development change the way employers respond to you?
- How do you connect with your local business community?
- How do you/could you conduct research ahead of job development meetings?
- How often do you have set meetings with employers?

## Contact List By Industry List

- A '[Work Your Personal and Professional Network](#)' worksheet.
- Not required but a way for you, or your team, to brainstorm who you know for informational interviews/research of local industries.

## Organizing Employer Information – Your Agency

- Log of employer visits via shared drive OR
- Apps that store info along with mapping capabilities.
- Keeps your agency on the same page.
- Supervisors – Check these weekly!
  - Ask why? What did you learn?
  - Give you a spot check on activity.

## Keeping track of employers

- Keep a log! Plan re-contacts by marking them on your calendar.
- [Sample Employer Contact Log](#)

## Activity – Where would you go?

Have someone ready to keep a list so each group has a count of business names listed – specific names (i.e., not just car dealer.)

## Representational Considerations:

Know your role & what you can say BEFORE you talk to an employer with/on behalf of someone.

## Supported Employment allows for a wide range of representation

You'll need to discuss your role – and what you can say - before making contact with employers

- Person needs minimal assistance:
  - Encouragement
  - Support on the side
  - Rehearse strategies.
- Person needs significant assistance:
  - ES explores fitting possibilities
  - performs job analysis
  - orchestrates shape of the interview.

## Robert

- Informational Interviews - ES
- Online Applications - Robert/ES
- Interviews - Robert
- Hired as computer technician. Even has company car!
- Robert and ES initially got together once a week outside of work. Now after 2 years, they still communicate through email. Employer not aware of supports by ES.

## Tim

- Propose Customized Job
- Orchestrate Interview
- Facilitate Natural Supports

## Representational Strategies

[Representational Considerations Form Randy](#) (SE Core Training Materials page under OVR Documentation & Process and Traditional SE Documentation Example Sets)

## ADA (Americans with Disabilities Act)

- Key [ADA](#) components
  - Qualified candidate
  - Essential functions
  - Reasonable accommodations

- Undue hardship
  - Disclosure
- ADA Phone: 1-800-949-4232

## Disclosure

- Individuals seeking work are not required to disclose their disability. However, without disclosure the employer is not obligated to provide reasonable accommodation.
- There are no “right times” to disclose a disability; however, most employers will have positive feelings for someone who is forthcoming with information.
- Effective disclosure focuses on needs and provides practical suggestions for reasonable job accommodations if needed;
- Disclosure should be disability specific rather than general; for instance, how the disability affects someone’s ability to perform a task;
- What types of accommodations have worked in the past;
- What accommodation is anticipated?

## Under the ADA a person disclosing a disability has the right to:

- Have their disability information treated confidentially and respectfully
- Seek information about hiring practices from any organization
- Choose to disclose disability at any time during employment process
- Receive reasonable accommodations for interview
- Be considered for a position based on skill/merit
- Respectful questioning about disability for purpose of determining what accommodations are needed.

## Specifics per Disability & Questions/ADA Info

- [EEOC Disability Discrimination](#)
- [Examples around Intellectual Disability](#)
- [Examples around Mental Health](#)

## Accommodation/Workplace Support Ideas

- [Job Accommodation Network \(JAN\)](#)
- [Sample accommodation letter](#)

## Embracing the Rules of Sale

Preparing for employer meetings

## Embracing the “Rules of Sales” – Employer Contacts

- Make appointments first. We should never make a presentation without first establishing an employer’s interest in hearing it.
- Time is the most important commodity of business. We’ve got to minimize the time we require of employers.
- Use the language of business. We must strive to identify and use business-focused language instead of human service jargon.

## Qualifying Your Contacts

- The first step in engaging employers starts with getting to know the applicant. “Who is the person?”
- By carefully answering this question, we have a way to explain to employers the reason for contacting them.
  - In sales terms, this is qualifying your contacts.

## Non-negotiables

Non-negotiables are those aspects of a negotiation that you or the job seeker are not willing to bend on. It is critical that you plan for these in advance and find gentle ways to explain to the employer why you’re not able to negotiate on those items.

## Examples of Non-Negotiables

- Evening hours
- Not in an open floor plan
- Accessible space
- Sub-minimum wages
- Assuring production
- Providing a substitute worker for supported employee
- Assuring ongoing transportation
- Anything illegal
- Charity relationship

## Outline for an Initial Presentation

- Introductions
  - Introduce yourself -- business card, referrals
  - Introduce your agency -- brochure, fact sheets
- Why you are here
  - “We match applicant skills with employer needs”
- How we do what we do
  - Explain the discovery process, job search plan, and retention strategies offered after hiring.

- Introduce applicant represented
  - Explain the skills/contributions of the applicant.
- Close the initial presentation
  - Ask for an opportunity to return for additional discussions and a tour of the business.

## Initial Contact...

- 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 customer's 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?

## Features & Benefits & USP

- Feature:
  - Recruitment Assistance
- Benefits:
  - We provide you assistance finding quality applicants
  - Reduce costs for recruiting and advertising
  - Our employment agency takes the time to learn about your company to understand your hiring needs and qualifications to help make the best possible job matches
- Unique Selling Proposition:
  - Ultimately, knowing your needs and expectations paired with the extensive knowledge about our candidates helps take most of the guesswork out of hiring.

## How did Galen do?

- Was role explained clearly as ES?
- How was connection made?
- Did employer get sense of what job seeker has to offer and why you've selected this employer?
- Do you want to learn more (as employer?)

- What things would you not do that Galen did, and why would you not do these things?

### And if you are not going in with someone...

- Help Job Seeker prepare to ask the questions discussed previously
- Know how the business accepts applications
- Learn what you can about the business to help them prepare (personality, culture – check online, look at their social media, etc.)
- Remember – If YOU do an informational interview, you can gain lots of info to share with the job seeker even if they will NEVER disclose they know you

### A Deeper Dive than Info Interview

- Job Analysis helps to identify opportunities
  - For Customized Employment
  - To assess if “good fit” is likely
  - To scope out supports/possibilities
    - PLAN for intensive Supported Employment Services

### 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.

### Looking for unmet need

- Episodic
  - Truss Wal – Michael
- Slower component
  - St. Mary’s Michael
- Interruptions
  - Louisville Mag – Keith
- Desired need not met
  - Kids’ Haven by Sandy - Mallory

### Warning:

Dirty Jobs

### Job Analysis Overview

Let’s consider how this applies to what we learned about Randy

- Observe the job as performed by typical employee.
- Observe environmental factors: noise, temperature, speed, coworker interaction.
- Ask for explanations of task steps if necessary.
- Ask who typically provides training and learn about the process, style, timeline.

## Job Analysis Overview Continued

- Confirm with the employer that these are the expectations of the job. Do not rely on the Job Description.
- Ask about atypical work expectations, such as the frequency of rush orders or if the introduction of new techniques or equipment is forthcoming.
  - Adapted From: Job analysis: key to job retention by Cary Griffin and Dave Hammis

## Remote Job Analysis

- Ask HR department if they have videos on what work is like there.
- Google different types of work to at least get a feel for what is needed/terminology/ etc.

## The Job Analysis Form

- The [Job Analysis Form](#) is optional but helpful.
- This additional information about the job allows you to plan for the first day & your Supported Employment Services
  - You'll see in the Job Acquisition Report where you need to estimate hours needed and identify natural supports
  - If you've done this work before the job starts you have a clearer plan

## Documentation of Job Development Activities

- After OVR approval of the PCEP/Career profile you will receive authorization to begin the Job Development Process.
- Document each activity/meeting with "Job Development Notes."
- Remember! These activities should come from the PCEP/Career Profile-Job Search Form. Now that you know the individual's interests and skills, you can really delve into specific employment opportunities. Your initial contact list can come from the Job Search Bracket.
- Complete one note per activity.
- Billable hours include time spent with or directly on behalf of the consumer
- Submit all notes to your OVR Counselor at the end of each month.

- Must be turned in monthly – even if no contact was made. Create a note of attempts to contact, etc.
- These notes reflect what you are doing to find a job that fits what you have learned about the individual.
- Basic Information:
- Vocational Goal:
- Job Development Activity:
- Results:
  - Does this activity end with securing employment?
  - Is the individual still satisfied with their vocational goal?
  - Does the vocational goal need to be amended & if so why?
- Next Steps:

## Vocational Goal

- This should relate back to what you stated in the PCEP/Career Profile.
- Should tie in with the vocational goal identified by the VR Counselor (IPE – Individualized Plan for Employment).
- It's a way to be sure your job development stays in line with the employment goals/interest areas identified during PCJS/Career Profile.
- The questions at the bottom of the note are to check in that this is still the goal. If it needs to change you need to contact the VR Counselor ASAP. Within 2 days of submitting the note at latest.

## Job Development Activity

- This can be at a potential place of employment (What business? With whom did you talk? Were you representing the job seeker, or did he/she participate? Did you conduct a job analysis?)
- OR Other job development activity not at a potential employer (resume writing, interview prep, rehabilitation technology referral, etc.)

## Results

- What did you learn about: job seeker, potential employer, employment site, and/or resource?
- What did you learn about the type of work done in this company? The culture of the company? The people?

- How does this potential job site match (or differ from) the job seeker's interests, skills, and preferred characteristics of a job?
- Did you notice any unmet need within the company? Is there a possibility for customized employment? Explain what you learned and/or want to explore further.
- If the activity was not on a job site, then what did you learn from the activity?

## Next Steps

- What would you like to learn more about?
- When & where will the next activity take place?
  - Be descriptive
  - Make sure you follow through
  - Set timelines

## Got a Job! Job Acquisition Report

- Submit the Job Acquisition Report as soon as you know a start date and enough information to complete the form
- Basic Information:
  - Contact Info
  - Number of hours to be worked monthly
  - Estimated hours needed monthly for on & off site supports
    - So VR Counselor can create authorization for Supported Employment Services in time for Day 1 on the job!
- Employment Information
  - Start Date
  - Schedule
  - Wage
  - Does this qualify for a CRP Bonus Payment?
    - If making \$15.09/hour or more you can bill a bonus payment during Extended Services
  - Employer information
  - Job description
  - Does it match IPE & interests?
  - Employer benefits? Watch for Health Insurance bonus!
- What on-site supports do you plan to provide?
- What off-site supports do you plan to provide?
- How do you plan to identify natural supports?
- Other important information

## When to submit Job Acquisition Report?

- Submit as soon as you know this information

- This way the VR Counselor knows how many hours to authorize for Supported Employment Services so you can bill for the upcoming on-the-job supports

### **Job Development Invoice**

- Submit invoice once they START the job:
  - \$800 if start date is within 60 days of the begin service date on authorization
  - \$400 if start date is 61+ days of the begin service date on authorization