

Session 1

SE Core Training Series

Job Development



Reviewing PCEP/Career Profile

- Ask a co-worker to review your PCEP/Career Profile and see what they think of the previous questions
- Ask the individual/family to review the PCEP/Career Profile and see if it sounds like you've captured who he/she is or if there are areas which still need exploration

Communication is key

- Activity notes must be turned into OVR (non IPS)
- PCEP should also be turned into Case Manager
- IPS requires routine meetings between ES & VRC, ES & treatment team
 - Other SE programs should look at similar practice

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

- 1) 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.
- 2) You are eligible for benefits and promotions like your coworkers without disabilities who do similar work.
- 3) 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



Customized Typical Process



Customized Employment

Currently:

Leadership Series &
Certifications = Ability
to bill OVR at CE Rate

BUT anyone can
customize a job!

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

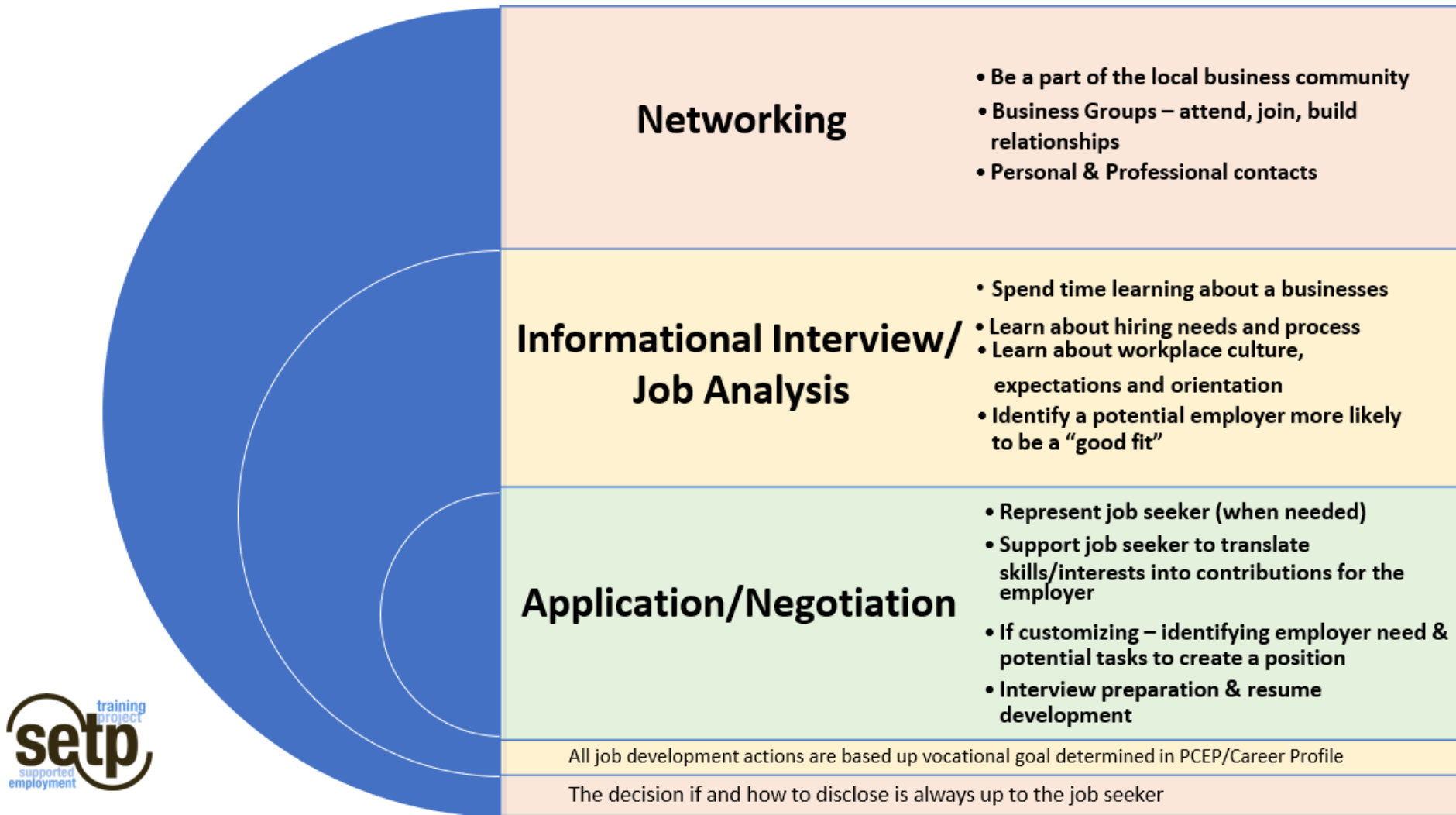


Contribution vs. Competition



Framework for today

JOB DEVELOPMENT AT A GLANCE



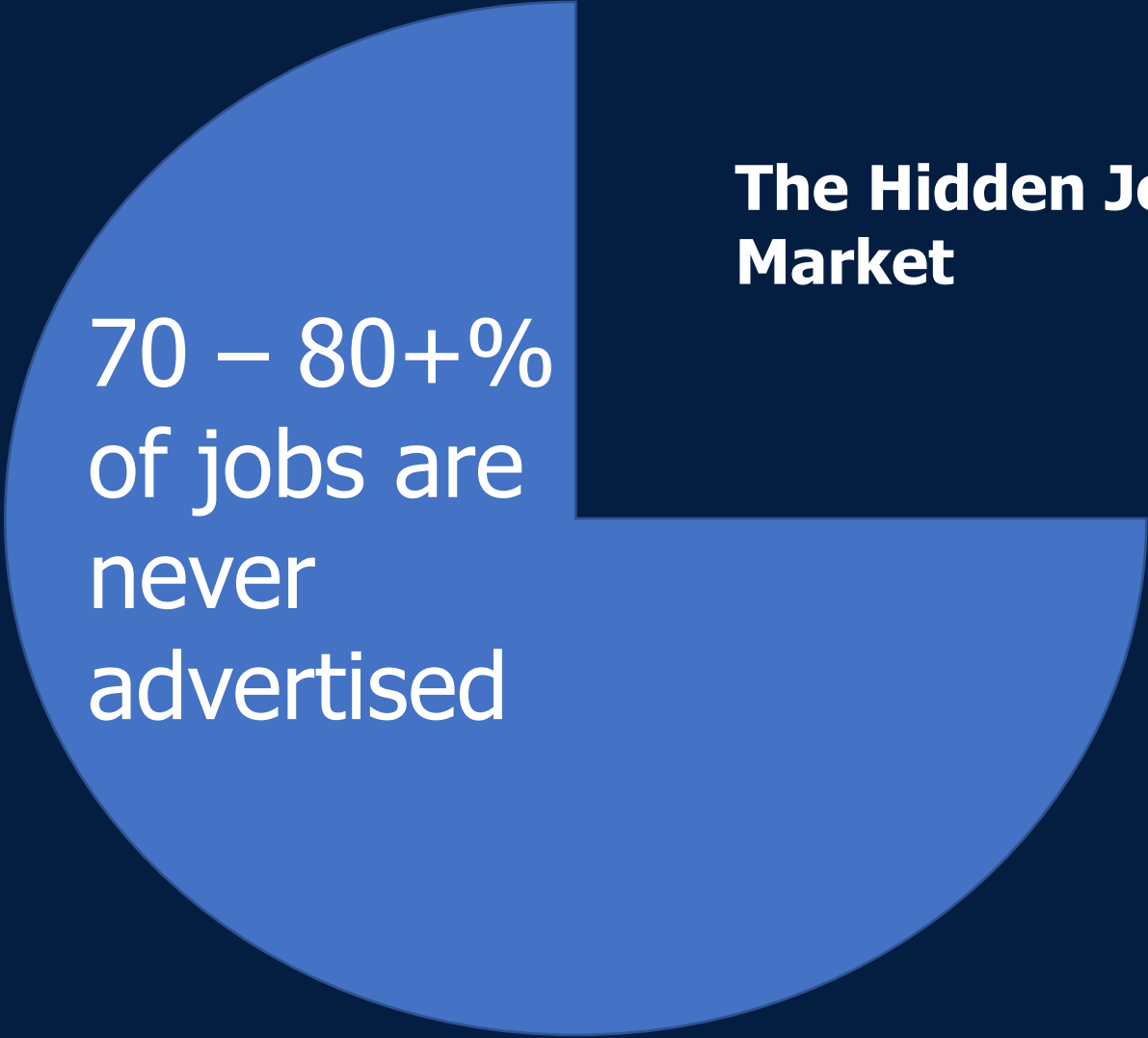
Targeted Job Development

- Gives you a list for that particular job seeker.
- Creates the basis for your “pitch” to an employer that makes sense.
- Keeps momentum going.
- Directs the network that you are trying to access.
- Avoids “but we’ve put in applications everywhere in town and haven’t found anything...”



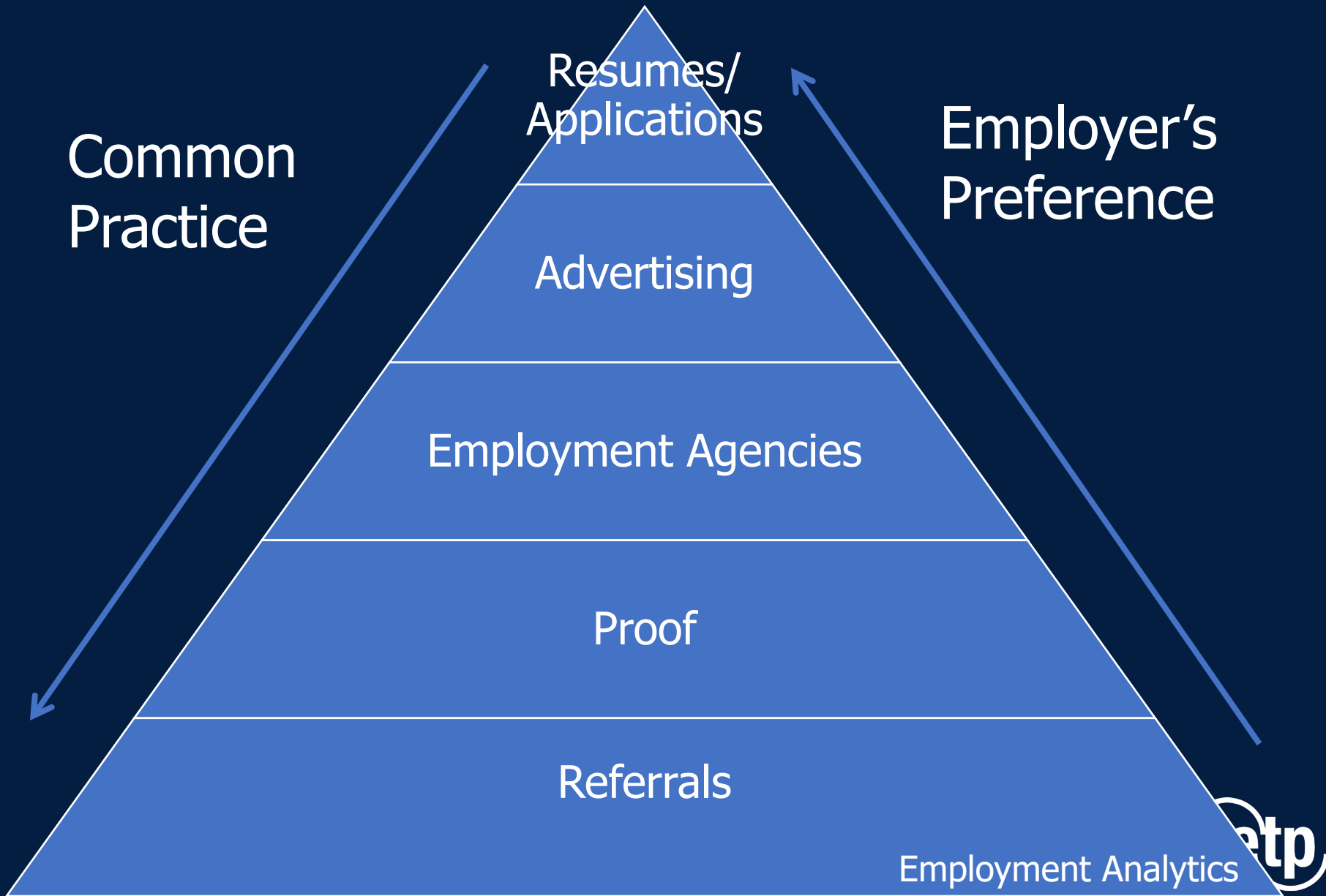
Businesses as Customers

The Hidden Job Market



70 – 80+%
of jobs are
never
advertised

How Employers Prefer to Hire



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 Forward

Talk to Employers in your Community

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

A note about Job Development and billable hours

Identifying Relevant Businesses

SE Job Search Bracket

Summary of job conditions (tasks, setting, people, preferences...) to be sought for person - from Person Centered Employment Plan.

- 1-Utilize Tim's mechanical interests and aptitude.
- 2-Tasks need clear parameters.
- 3-Not something others would see as easy.
- 4-Talking should be part of the job (not a quiet place).
- 5-Needs a small and consistent group of co-workers - good model workers who will inform him of dangers.
- 6-Tim needs to be in a work culture where employees are flexible and laid back.
- 7-Job needs to be close to home.

names of businesses/contact people	
Small appliance repair	1. Cliff's Fix-It Shop / Unknown
Task	
Assembly	2. Parts Unlimited / Debbie Baker
Task	4. Superior Container / Calvin Tyler
Tool fabrication	3. Tool Craft / Don Michael
Task	
Task	
Task	

Networking

Board members	Vet	Soccer Parents	Beautician
Mechanic	Dentist	Grocery Clerk	Teachers
Neighbors	Church Members	In Laws	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

**Connecting what you KNOW with
where to GO**

Ellie's Customized Job

Employment Files: Ellie



<https://www.youtube.com/watch?v=w0b3JcaK0GA>

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's Story

- <https://independenceplaceky.org/>
- <https://vimeo.com/272830635>

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?

Creates an opportunity to discuss the service you provide

How are people trained in their job?

Offers you information about natural training means & methods that can be used in assessing job match & training plan

What are the prerequisites for working here? How or where do your employees gain the experience required to work here?

Gets deeper into qualifications, offers additional insight than standard list of requirements, and may include list of similar companies

What personal characteristics do you look for in employees?

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?

Some thoughts on marketing/sharing your message

Quietly Sharing your Values and Role:

- 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
- Social Media presence
- Newsletter
- Media



Newsletter examples:



**Employment
Opportunities**
the creative employment piece

Discover all the *pieces* of supported employment

Employment Opportunities is a division of Puzzle Pieces that strives to connect individuals with disabilities to meaningful careers with local businesses and industries. Supported employment gives those with disabilities a purpose for their life, while the companies that hire them find an employee who is willing and able to work, which boosts their team's morale and promotes a positive work culture.



Meet Casey! Casey works at the Owensboro Museum of Science and History as a Museum Associate where she has been for a year. In her role, she greets people as they enter and completes a set list of cleaning tasks, including dusting exhibits and cleaning glass. Co-workers at the Museum say they love working with Casey. She definitely lights up a room! Because of her job, Casey has gained independence. She will soon utilize GRITS to get to work and is proud of the paycheck she earns. Her favorite way to treat herself on pay day? Grabbing her favorite lunch at Mr. Wok with friends!



Meet Jeremy! Jeremy currently works at Great American Cookie Company, where he is excelling in his role. Despite his success, Jeremy desires to find a job where he can utilize his bachelor's degree in theater with a minor in psychology. Ideally, he wants to find something that involves writing. He enjoys writing reviews for movies and books as well as short stories and poetry. According to his Employment Specialist Kristen Boyens, "Jeremy is eager to find a spot where he belongs. He wants to create and maintain relationships." Do you have a role that may fit Jeremy's needs? Please reach out to Director Kitty Jones at kittyjones@puzzle-pieces.org.

Logos & slogans



Professional?
Says Employment Service?
No Sympathy or Charity?
Respectful and Dignified?

Logos & Slogans

Revolutionizing workforce diversity.

The logo consists of the letters 'CEO' in a large, white, sans-serif font, centered within a rectangular box with a blue-to-white gradient.

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*

Language

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
- Ensure your email address & voicemail are professional
- 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

<https://www.coursera.org/articles/what-to-wear-to-an-interview>



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

Abraham Lincoln

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 Discovery or job development.

Informational Interviews

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.”

See Informational
Interview Template on
SE Core Training
Materials page
(Session 1 / Day 2)

Informational Interviews

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...

Informational Interviews

“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?”

Informational Interviews

- 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.

Informational Interviews - How To

General format:

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.

Informational Interviews - How To

General format:

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?”

PATTY CASSIDY



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 office people doing physical inventory.
- ✓ 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.

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
- ☐ Introduction through networking

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.

Ralph's Construction phone 323-4697 EMAIL ralph@biz.net

Date	Contact person	Type of contact	Notes
10/26/24	Ralph Smith	call	Called Mr. Smith to request an appointment to talk about office work for Sally D.
11/12/24	Ralph	visit	Discussed data entry job for Sally D. Will call to follow up in a few days.
11/15/24	Ralph	call	Set a time to begin job analysis for data entry.

Employment specialist: Allison Ortiz for client: Kelly R.

Business/location: Sal's Diner

Date of contact: 2/15/20xx

Name of contact person: Chris Hanover

Does this person have hiring responsibilities? ☒ Yes ☐ No ☐ Unsure

Purpose of the contact: To learn about the business—especially food prep positions.

Information learned about business or other notes: He looks for someone who walks in "with a smile on their face." Good team players are really important. Usually wants people who can perform more than one position, but willing to make accommodation. Food prep involves a lot of work on the salad bar—usually in the morning through the lunch hour. Also making ice tea, baking frozen pies, dishing out servings of pudding... Speed is helpful but sounds like the most important thing to him is someone who is reliable and able to get along with others in the kitchen. Business is slow now but usually picks up in March.

Outcome/plan to follow up: Send thank-you note tomorrow. Stop back next week to talk about Kelly.

Contact List By Industry

Work Your Personal and Professional Network!

Who do you know, who knows someone, who knows someone in each of the areas below? Also consider who you are connected with through social media.

Created by Sara Murphy, TransCen, Inc. San Francisco, CA

Accounting	Fundraising	Shipping/Receiving
Activism	Graphics	Social Services
Administrative Support	Grocery	Technical
Advertising	Health	Telecommunications
Air Conditioning	Hotel	Telemarketing
Airlines	Insurance	Travel
Animal Care	Law Enforcement	Warehouse
Art	Legal	Other
Automotive	Maintenance	
Banking	Management	

Not required but a way for you, or your team, to brainstorm who you know for informational interviews/research of local industries.

You can find this on the SE Core Training Materials page (Session 1/Day 2)

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**
- **ES performs job analysis**
- **ES orchestrates the 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
- You can find this on the SE Core Training Materials page: OVR Documentation & Process / Traditional SE Documentation Example Sets

ADA (Americans with Disabilities Act)

Key ADA components

- Qualified candidate
- Essential functions
- Reasonable accommodations
- Undue hardship
- Disclosure

<http://www.adasoutheast.org/>

OR

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.

Disclosure

- 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:

Confidential

Have information about their disability treated confidentially and respectfully;

Seek

Seek information about hiring practices from any organization;

Choose

Choose to disclose a disability at any time during the employment process;

Receive

Receive reasonable accommodations for an interview;

Be

Be considered for a position based on your skill and merit; and

Respect

Respectful questioning about your disability for the purpose of determining what accommodations are needed.

Specifics per Disability & Questions/ADA Info

EEOC Disability Discrimination page:

<https://www.eeoc.gov/laws/types/disability.cfm>

(this page has examples in addition to the 2 below)

Examples around Intellectual Disability:

https://www.eeoc.gov/laws/types/intellectual_disabilities.cfm

Examples around Mental Health:

https://www.eeoc.gov/eeoc/publications/mental_health.cfm

Accommodation/Workplace Support Ideas

Job Accommodation Network (JAN)

askjan.org

Sample accommodation letter:

<https://askjan.org/media/AccommRequestLtr.cfm>

And more at askjan.org!

Embracing the Rules of Sale

Preparing for employer meetings

- **Discovery:**

- September 3, 2025, at 10:00 am ET / 9:00 am CT

- • **Job Development:**

- September 18, 2025, at 2:00 pm ET / 1:00 pm CT

- • **Supported Employment and Extended Services:**

- October 2, 2025, at 10:00 am ET / 9:00 am CT

- • **Impact of Wages on Benefits:**

- October 16, 2025, at 10:00 am ET / 9:00 am CT

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*

1. Introductions

2. Why you are here

3. How we do what we do

4. Introduce applicant represented

5. Close the initial presentation

1. Introductions

- Introduce yourself -- business card, referrals
- Introduce your agency -- brochure, fact sheets

2. Why you are here

- “We match applicant skills with employer needs”

3. How we do what we do

- Explain the discovery process, job search plan, and retention strategies offered after hiring.

4. Introduce applicant represented

- Explain the skills/contributions of the applicant.

5. 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

Be prepared
with information
to share!

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.



Job Development scenarios to critique, full
video found at <https://youtu.be/w0B8x4yEcDo>





How did Galen do?

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

Documentation of Job Development Activities

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.

Documentation of Job Development Activities

- 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.

Documentation of Job Development Activities

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

Or if things go really well with an employer...

Employer Negotiation

If all parties are interested, agree on...

- Tasks and expectations
- Schedule
- Pay and benefits
- Support expectations from SE

Make sure everyone is in agreement (guardianship) before committing to anything!

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!

Job Acquisition Report continued

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!

Job Acquisition Report cont.

- 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