Promoting Leadership: Cross-Agency Approaches to Advance the Use of Customized Employment and Self-Employment Strategies

LEAD Center Webinar
August 28, 2013
PRESENTERS:

Lisa A. Mills, PhD
Systems and Policy Consultant
LMills67@charter.net
The National Center on Leadership for the Employment and Economic Advancement of People with Disabilities (LEAD) is a collaborative of disability, workforce and economic empowerment organizations led by National Disability Institute with funding from the U.S. Department of Labor’s Office of Disability Employment Policy, Grant No. #OD-23863-12-75-4-11.
WELCOME

Christopher Button, Ph.D.
Supervisory Policy Advisor, Workforce System Policy
US Department of Labor
Office of Disability Employment Policy
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Please note: This webinar is being recorded and the materials will be placed on the LEAD Center website at http://www.leadcenter.org/webinars/promoting-leadership-cross-agency-approaches-advance-use-customized-employment-and-self-employment-strategies
TECHNICAL ASSISTANCE

If you experience any technical difficulties during the webinar, please use the chat box to send a message to the host Nakia Matthews, or you may also email nmatthews@ndi-inc.org.
LEAD CENTER MISSION

To advance sustainable individual and systems level change that results in improved, competitive integrated employment and economic self-sufficiency outcomes for individuals across the spectrum of disability.
OVERVIEW OF TODAY’S WEBINAR

- Discuss reasons for aligning resources across systems to support the implementation of Customized Employment, Self-Employment and Discovery.

- Learn how state agencies can adopt policies and service delivery strategies that support these innovations.

- Learn how a cross-agency approach to blending and braiding available funds can enhance services for the individual job seeker and enhance return on investment for all agencies.
CUSTOMIZED EMPLOYMENT

“Customized employment means individualizing the employment relationship between employees and employers in ways that meet the needs of both.” (Federal Register, 2002)

“A flexible process based on an individualized match between the strengths, conditions, and interests of a job candidate and the identified business needs of an employer.” (ODEP, 2011)
CUSTOMIZED SELF-EMPLOYMENT

- Involves an entrepreneur providing goods or services to a business or community in ways that meet the needs of the business/community and the entrepreneur.

- A flexible process based on an individualized match between the strengths, conditions, and interests of an entrepreneur and the identified community or business needs which are met through self-employment or creation of a small business.
WHY FOCUS ON ADVANCING CE & CSE?

- The CE model has been used successfully across disability populations and even with TANF recipients.

- The CE model has been recognized by the federal government as an evidence based practice (ASPE, 2011).

- Customized employment has been recognized as an effective HR strategy that provides businesses with a competitive edge.
New research shows that when it comes to managing talent, one size no longer fits all. To be competitive as the economy regains its footing and to maximize the performance of a workforce, companies need to understand and respond to the diverse needs of individual employees.
CUSTOMIZED EMPLOYMENT: AN HR BEST PRACTICE

“We saw first-hand how customization fosters a workplace that is happier and more engaged, and how organizations achieve marketplace advantage through improved employee performance and productivity. Why? Because when jobs are customized to individuals...people’s work tasks become better aligned with their actual strengths.”

-A Workforce of One, p. 6-7
CUSTOMIZED EMPLOYMENT: AN HR BEST PRACTICE

“The great organizations of today and tomorrow capitalize on difference and they provide supporting structures to enable individuals to bring out their best at work.”

“Improving how people perform through customized work experiences could even be considered the “last” competitive advantage, one that’s thus far untapped.”

-A Workforce of One, p. 8, 14
DISCOVERY

➢ The foundation for customization

➢ Discovery provides an alternative to testing and evaluation that is typically used in vocational rehabilitation and job placement services

➢ Non-traditional, common-sense process to determine a job seeker’s:
  ➢ Interests towards aspects of the labor market
  ➢ Potential contributions to employers
  ➢ Conditions for success
DISCOVERY ALIGNED WITH OTHER POPULAR AND LONG-STANDING APPROACHES

- Seminal Book
- First published 1970
- Since 1975, republished annually
- Over 10 million copies sold
WHAT COLOR IS YOUR PARACHUTE?

- You need to understand more fully who you are
- The goal is a complete, not partial, picture of who you are
- Finding a job/career that only partially matches who you are is not ideal
- The job/career needs to match more than your resume
WHY NOW?

- Increasing national focus on Employment 1st

- Greater expectation systems will prioritize individuals with most significant barriers/disabilities

- Decreasing tolerance for concluding people are not employable or not interested in work
THE IMPORTANCE OF ALIGNING RESOURCES ACROSS SYSTEMS

- It is clear that the coordination of state agencies…is particularly vital in organizing a viable and successful plan for funding CE services (ASPE, 2011)

- Braided resources are also considered critical for assisting individuals with disabilities to achieve self-employment (Start-Up USA, 2009)
THE IMPORTANCE OF ALIGNING RESOURCES ACROSS SYSTEMS

- ODEP found that when implementing Customized Employment services, using funding from multiple sources allowed for more creative planning and contributed to a successful outcome.

- As early as 2004: Recognition that a diversified funding base was a necessary strategy for organizations seeking to provide effective Customized Employment services, and many Customized Employment outcomes were realized through the blending of multiple funding sources. (T-TAP; 2004)
## WE KNOW ALL SYSTEMS CAN PARTICIPATE

<table>
<thead>
<tr>
<th>System ⇝ CE Process Step ‡</th>
<th>Special Education</th>
<th>Workforce</th>
<th>VR</th>
<th>Medicaid HCBS Waivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customized Employment or Self-Employment Plan</td>
<td>IEP Transition Plan - Post-Secondary Employment Outcome</td>
<td>Integrated Resource Team; Intensive</td>
<td>Alternative to Job Development or Placement Plan</td>
<td>Individual Supported Employment Services; Career Planning</td>
</tr>
<tr>
<td>Visual/Traditional Resume or Self-Employment Marketing Plan</td>
<td>Summary of Performance; Careers Class</td>
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ESSENTIAL POLICY CHANGES NEEDED

- Individual systems acknowledge Discovery, CE and CSE as distinct set of service strategies

- Each system develops unique milestones/service components and fees for these service strategies

- System agents that authorize services/write service plans are trained on when/why to use CE or CSE

Creates capacity for each system to independently support CE and CSE as distinct service process/outcome
OTHER THINGS WE KNOW ABOUT ALL SYSTEMS

- Each is limited in its ability to provide truly comprehensive employment services and supports due to fragmented approach at federal, state and local levels.

- Each is experiencing resource scarcity which makes no system able to finance an individual’s entire employment lifecycle.
ESSENTIAL POLICY CHANGES NEEDED

- Responsibility for supporting CE and CSE through integrated cross-system services & resources...

  Must rest with funders of services, not providers of services
ESSENTIAL POLICY CHANGES NEEDED

- Systems jointly commit to key principles:
  - No one is unemployable
  - No wrong door
  - Coordinated eligibility & enrollment processes
  - Integrated planning and resource team
  - Cost sharing rather than cost shifting
  - Successful outcomes counted across systems
NO WRONG DOOR: GUIDANCE TO THE FIELD

- How entry through each door ultimately leads to integrated planning and resource team

- How stages of process should involve each system for which an individual is eligible – gaps and overlaps identified & addressed

- How braiding of services and funding could helpfully occur around an individual
COORDINATED ELIGIBILITY & ENROLLMENT

- Eligibility across systems determined simultaneously to allow for integrated planning and resource team

- Systems that can serve immediately (e.g. school, workforce) fill gap while eligibility being determined by other systems (e.g. VR and Medicaid)
BRAIDED SERVICES

- Systems must accept work product and outcomes resulting from other systems purchasing pieces of customized process.

- Requires up-front alignment of expectations and standards across systems and uniform conveyance of these expectations/standards to providers of services.
## BRAIDING FUNDING TO SUPPORT CE PROCESS

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Greatest Challenges:

Customized Employment and Self-Employment offer uniquely effective strategies for those who face significant barriers to employment.

Still have greater fiscal incentive not to serve the most challenging to serve
Greatest Challenges:

Customized Employment utilizes an individualized approach to employment planning and job development -- one person at a time...one employer at a time. (ODEP, 2011)

Still have performance measures that drive prioritization of quantity over quality – thus job development methods that are numbers driven rather than individualized.
Greatest Challenges:

Too many efforts to date that involve creating adaptations of existing structures to implement customized employment and self-employment.

Still lacking clear recognition of Customized Employment and Self-Employment as unique and essential stand-alone strategies that must be available.
QUESTIONS?
LEAD CENTER FREE WEBINAR SERIES

- The LEAD Center will provide a new webinar on the last Wednesday of the month from 3:00p.m. EST - 4:30p.m. EST.

- Webinars will include three mini-series on:
  1. Economic Advancement
  2. Employment
  3. Leadership (Public Policy)

- The next mini-series will focus on public policy and its use toward improved employment outcomes for individuals with disabilities. [www.LEADCenter.org/webinars](http://www.LEADCenter.org/webinars)
WEBINAR ARCHIVES - CUSTOMIZED EMPLOYMENT & GROUP DISCOVERY

Group Discovery: An Alternative Assessment Tool for Workforce Centers and Community-Based Providers

Learn more about Group Discovery – an alternative assessment tool proven to identify the strengths of job seekers with and without disabilities; particularly those with multiple barriers to employment. View the archive gain an understanding of the Group Discovery process and potential outcomes.

Discovering Your Potential: Using Discovery to Identify Your Employment Goals

This webinar provides information on how to use Discovery – an alternative assessment tool proven to identify the strengths of job seekers with and without disabilities – to discover your personal employment goals. Participants will gain an understanding of components of Discovery, how to use these components individually or in preparation for Group Discovery, and the potential outcomes.

https://www.leadcenter.org/webinar-archive
UPCOMING WEBINARS:
EMPLOYMENT SERIES

September 25, 2013 from 3:00pm to 4:30pm EST
Promoting Leadership: Effective Strategies for Integrating Employment Outcomes and Services into Managed Care Models

During this webinar we will provide a brief overview on the emergence of managed care as the preferred model for delivering Medicaid-funded long-term supports to individuals with disabilities. We will discuss a variety of strategies for embedding integrated employment as a priority focus in assessment, planning, resource allocation, service delivery and quality management.

Target Audience: Policy Makers and Influencers, Workforce Development Professionals, Professionals from partner systems, and related stakeholders
Lisa A. Mills, PhD
Systems and Policy Consultant
LEAD Center Customized Employment Initiative
608-225-4326
LMills67@charter.net
THANK YOU

Elizabeth Jennings
LEAD Center, Assistant Project Director
ejennings@ndi-inc.org