



**LEAD CENTER**

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

LEAD Center Webinar  
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# PRESENTERS:

**Lisa A. Mills, PhD**

Systems and Policy Consultant

[LMills67@charter.net](mailto: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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**For Q&A:** Please use the chat box or Q&A box to send any questions you have during the webinar to **Nakia Matthews** or **Elizabeth Jennings** and we will direct the questions accordingly during the Q&A portion.

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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>



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# 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



# TRENDS RESHAPING THE FUTURE OF HR



# 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



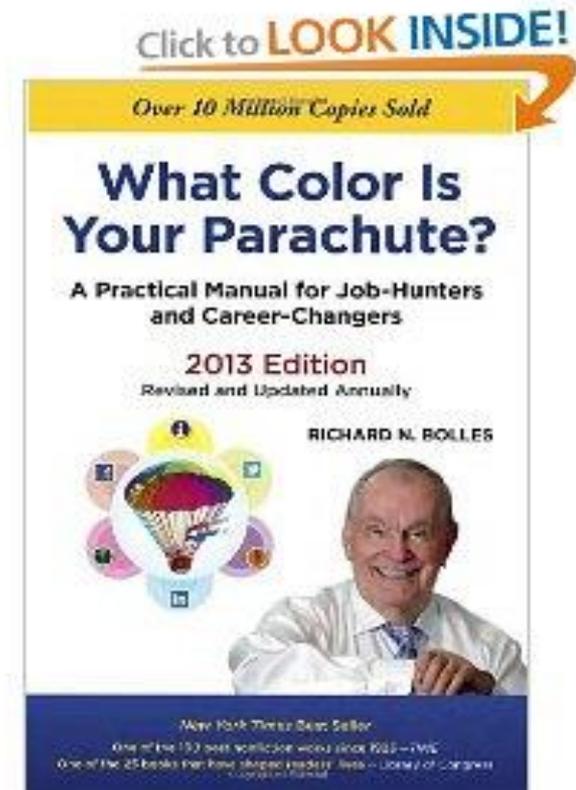
# DISCOVERY

- ▶ 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

System ⇨ CE Process Step ↓	Special Education	Workforce	VR	Medicaid HCBS Waivers
<b>Discovery &amp; Profile</b>	Age-Appropriate Transition Assessment; Careers Class	<u>Small Group:</u> Orientation <u>Individual:</u> Core or Intensive	<u>Small Group:</u> Job Club <u>Individual:</u> Alternative to Voc. Evaluation, Traditional Assessments	<u>Small Group:</u> Prevocational Services*; Small Group Supported Employment Services* <u>Individual:</u> Individual Supported Employment Services; Career Planning
<b>Customized Employment or Self-Employment Plan</b>	IEP Transition Plan - Post-Secondary Employment Outcome	Integrated Resource Team; Intensive	Alternative to Job Development or Placement Plan	Individual Supported Employment Services; Career Planning
<b>Visual/Traditional Resume or Self-Employment Marketing Plan</b>	Summary of Performance; Careers Class	<u>Individual:</u> Core or Intensive (Supported by IRT)	Alternative to Work Trial	Individual Supported Employment Services; Career Planning
<b>Customized Job Creation/Employer Negotiation or Self-Employment Launch</b>	Contract with Adult Employment Service Provider	<u>Individual:</u> Core or Intensive (Supported by IRT)	Alternative to Milestone/ Outcome Payment for Traditional Hire	Individual Supported Employment Services



# 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

System ⇨ CE Process Step ↓	Special Education	Workforce	VR	Medicaid HCBS Waivers
<b>Discovery &amp; Profile</b>	Age-Appropriate Transition Assessment; Careers Class	<u>Small Group:</u> Orientation <u>Individual:</u> Core or Intensive	<u>Small Group:</u> Job Club <u>Individual:</u> Alternative to Voc. Evaluation, Traditional Assessments	<u>Small Group:</u> Prevocational Services <u>Individual:</u> Individual Supported Employment Services; Career Planning
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# TAKING CUSTOMIZED EMPLOYMENT AND SELF-EMPLOYMENT TO SCALE

- ▶ 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**

# TAKING CUSTOMIZED EMPLOYMENT TO SCALE

## ▶ 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.**

# TAKING CUSTOMIZED EMPLOYMENT AND SELF-EMPLOYMENT TO SCALE

- ▶ 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



# PRESENTER CONTACT INFORMATION

**Lisa A. Mills, PhD**

Systems and Policy Consultant

LEAD Center Customized Employment Initiative

608-225-4326

[LMills67@charter.net](mailto:LMills67@charter.net)



# THANK YOU

**Elizabeth Jennings**

LEAD Center, Assistant Project Director

[ejennings@ndi-inc.org](mailto:ejennings@ndi-inc.org)

