

**Moving the Needle:**  
*Building Capacity for the  
Employment of People with  
Intellectual and Developmental  
Disabilities*

**National Webinar Series Part 1**



[www.fedcap.org](http://www.fedcap.org)

# **An Overview: The Story of One State's Transition:**

- **Welcome**
- **Framing the Issue**
- **Module #1 Business Development**
  - Understanding growth sectors
  - Building a strategy around business development
  - Long Term Partnerships
- **Module #2 Rapid Job Placement**
  - Culture
  - Functional Capacity Assessment
  - Work Readiness
  - Self Enrichment through an occupational lens
  - Job Identification
  - Hired!

# Framing the Issue



Christine McMahon, CEO and  
President Fedcap



Craig Stenning, Director Rhode Island  
Department of Behavioral Health,  
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# Webinar Faculty



**Lorrie Lutz**  
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# The Business Development Process

# Understanding the Labor Market

- Job openings result from the need to replace workers who leave and new positions resulting from business growth and expansion.
- For example, between 2010-2020 it is estimated that employers will need to find workers to fill over 170,000 job openings in Rhode Island.
- The overall trend, according to McKinsey Global Institute, *Harvard Business Reviews for business* to look for very specific skills – (especially in) “lower level” jobs.
- Nationally, the Bureau of Labor Statistics indicates that of the fastest growing jobs in the next decade, 40% are entry level/low skill jobs including: personal care, retail, home health, helpers in the building trades, building and grounds maintenance, physical therapist and medical aides—all are entry level positions.
- The skills gap is of special concern for industries with the highest projected rates of job growth.
- If they cannot find people with the right skills, businesses prefer to do the training themselves .
  - Our approach has to be aligned with business, understand their staffing needs, build effective sector based training so that businesses see us as the provider of their “ideal”-- trained candidate

# Dissection of Growth Sectors

Occupation	2010	2020	Net Change	% Change	Growth	Replace
Food Preparation & Serving	43,673	49,422	5,749	13.2%	5,759	16,946
Building & Grounds: Cleaning & Maintenance	17,941	19,439	1,498	8.3%	1,541	3,229
Personal Care & Service	17,581	20,654	3,073	17.5%	3,076	4,151
Retail, Sales & Related	48,505	53,617	5,112	10.5%	5,232	15,001
Office and Administrative Support	79,181	84,280	5,099	6.4%	6,080	17,015
Construction & Extraction	18,541	21,295	2,754	14.9%	2,755	4,115
Installation, Maintenance, & Repair	16,894	18,364	1,470	8.7%	1,544	3,804
Production, Warehouse Lite Manufacturing	30,221	31,191	970	3.2%	1,697	5,830

# Sector-Based Approach

A sector-based approach to business development involves understanding the growth projections and accompanying staffing needs of a particular industry and **building a trained workforce to meet those demands.**

The purpose of a sector-based approach to workforce development is to improve the job prospects or quality of jobs for entry level workers—while at the same time meeting business needs.

- **Jointly Designed** training curriculums that focus on the skill sets and technologies needed for particular jobs within specific sectors.
- Tailoring the training increases the speed and reduces the costs of producing ready and reliable employees.

*“After 40 years of trial and error, sector-based economic development and workforce training has proven to be the only kind of effort that has consistently achieved strong and positive results.”*

Gary Walker  
Past President of  
Public/Private Ventures.





**Business**

**Developers Role**

# Understanding The Business Development Role

A good business developer explores how participants (generally) might fit into the business environments.

- The first engagement **is not** a participant specific exploration –it is just exploring t if there are opportunities within the environment AND if there is a willingness on the part of the business to participate in the PROCESS
- While we are not promoting the skills of an individual we are promoting:
  - All people who want a job should be able to work
  - The excellence of our support
  - The benefit of being part of a community initiative

# Focus on Entry Level Positions

- Research about HR positions suggests that attrition for entry level positions is tremendously high.
- Amount of time HR spends on hiring an \$8-10.00 hour person, is as much time as is spent on hiring middle management—AND there are more positions
- Remind folks that a business takes a risk whenever they hire an individual— when you hire one of our participants they come with an entire team of support.

# Small Business Outreach

- Success in creating new positions by engaging business owner in conversations, building trust and listening
- Looking for ways in which we can advance business productivity and bottom line
- Understanding ways to refine positions
- Creative job development



# Case Example: TJX From a Single Job to A Long Term Partnership

# Building a Long-Term Business Partnership

- Educational Efforts of US Business Leaders Network led to a tremendous opportunity with TJX
- Corporate Social Responsibility Program
- For TJX, we have worked to understand (and inform) their approach to the hiring of individuals with intellectual/developmental disabilities
  - Understanding fears
  - Providing education and training on people with disabilities
- **Understanding their business needs and organizational culture**
  - Working hard to get to know every District and Store manager
  - We spent time in the store understanding workflow and the various positions in the floor
  - Understanding the drivers of the business

# Effectiveness of the Partnership

- Developed a point person who fully understands their business and is the primary contact
- Through our strategies to date:
  - We save recruitment costs because we screen, train and support business partners in meeting business needs
    - For example...TJX has many locations –we are filling most of the stocking and sorting positions
  - We are working to create career ladders such as dressing room clerks, cashiers, shift leads
  - TJX receive positive publicity for their active participation in this important, life changing statewide effort

# Long Term Goal

To become their staffing source for **multiple** positions across a large geographic area

## **This will only will occur when they see us as:**

- Knowing **their** business
- Understanding their staffing needs
- Reliable
- Doing what we say we are going to do
- Providing tremendous customer service and responsive follow up
- Having consistent and frequent communication to address problems immediately
- Advancing their bottom line





# Statewide Strategy

# Helping to Advance Practice Across the State

- State had the vision to establish a Center for Excellence and Advocacy
  - Work with Providers to change practice
  - Create Jobs
  - Compile data on system change efforts
  - Engage families to support the system change efforts
- Strong working in partnership with BHDDH
- Business Developers from around the state meet quarterly
- Share successes and struggles
- Assigned large businesses to one or two Business Developers to mitigate multiple, uncoordinated (and annoying) knocks on their door
- Single Statewide Job Opportunity Board  
<http://cea.fedcap.org/job>



# Fedcap's WorkStar™ Award

## The WorkStar™ Award

- Similar to EnergyStar—this award designates a business as being a leader, going over and above in employing people with barriers
- Purpose is to honor businesses and raise the profile of this endeavor
- The team of Business Developers suggests nominees based on the following criteria
  - Willing to take the lead
  - % of workforce
  - Longevity in hiring people with barriers
  - Establishment of career paths
  - Highest pay



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