

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

**National Webinar Series Part 2**



**CII**  
Community  
Impact  
Institute  
a division of FEDCAP

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

- **Welcome**
- **Quick Review of 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!



# Work Readiness– And Rapid Job Placement

# Definition of Rapid Job Placement

- Rapid Job Placement means that when the job is identified people go to work...immediately!
- As such, people must be ready to go to work!
- Historically in the vocational rehabilitation world we “readied people for employment” for months/years
- Businesses that have jobs will not wait.
- Must create an environment where every interaction, conversation and activity is focused on preparing people to succeed in an employment environment.



# Rapid Job Development: Structured Approach to Business Development, Job Placement and Job Coaching

Business Developers engage businesses throughout the state. They maintain an ongoing relationship with the business—seeking to expand the number of jobs within a given company.



When potential job is identified Job Description is obtained by Business Development and sent to Case Managers to begin rapid candidate identification

Business Developers finalize negotiations with employer.



Job is entered onto Statewide Job Opportunity Board (dedicated to the employment of people with I/DD).



Resume Submitted  
2-3 (or more) potential employees are identified. Rapid matching process occurs involving participants and case managers.



**NOTE: We need to be ensuring that participants are being prepared every day to succeed in jobs. Whatever they are doing...is intended to enhance job readiness. Extensive Job readiness program.**



Within 10 days



Interview process between client and business.

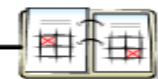
Participant is hired  
Business Developer is notified



Individual begins work with job coach support.



The role of the job coach is to build natural supports within the work environment.



Formal Job Coaching diminishes as natural supports increase.

If serious issues arise within the work setting, it is critical that the Business Developer be made aware so that when they go out on account visits, they are not surprised by information.





Remember You Are  
Changing a Culture

**"The greatest  
danger in times  
of turbulence is  
not the  
turbulence; it is  
to act with  
yesterday's  
logic."**

**— Peter Drucker**

# Cultures Exist for a Reason

- State and community based systems have cultures that have grown out of historical practice expectations
- During times of significant system change—staff become very defensive— believing that the message is that what they have been doing for years was somehow “wrong” or bad for consumers
- Current environments may actually reinforce the idea that people with I/DD cannot work in the community....”The soft bigotry of low expectations...”



# Changing Culture Requires Myth Busting

- Myth #1:** Rapid Job Placement is not individualized, person centered practice
- Myth #2** Placing individuals with I/DD in jobs cannot be done rapidly
- Myth #3** Participants in our programs simply cannot work in the community
- Myth #4** It is not appropriate to place someone in a job that is not their long term career choice

# Family Engagement MUST be Part of Culture Change

- Fears, past experiences and a family's own bias may impact their support of integrated employment
- When/How to introduce the family to the job process:
  - Career Planning
  - Family Gatherings/Family to Family Interactions
  - Family participation in Integrated Day Activities

# Fear of Losing Benefits May Play a Large Role in Family Reactions

- The money may not seem like a lot –but the loss of it may be significant to a family
- It is part of the family's overall income stream
- Families need to understand the impact of the potential (and real) loss of some benefits
- State system can serve as a strong partner in benefits counseling





# Work Readiness Tools and Strategies

# Career Planning and Functional Capacity Assessment

- **Career Planning**

- Interests
- Career Goals

- **Functional Capacity Assessment:**

- Complete multiple step process with less than 3 reminders
- Communicate needs clearly
- Read
- Write
- Self-Direct
- Tolerate Loud Noises
- Stand for long periods of time
- Stay active and move around for long periods of time
- Work closely with other employees
- Work outside in inclement weather

# Career Planning

- **Career Exploration**
  - Connect2Careers™
  - Job Searches
  - Job Opportunity Board

# Get Ready!<sup>TM</sup> Work Readiness Curriculum

Fedcap designed Get Ready!<sup>TM</sup> -- a web-based work readiness curriculum that is intended to help people prepare for the work environment:

- **Learning About Yourself:** Exploring individual perspectives and goals for employment and living a fully integrated life. Understanding personal stressors and fears.
- **You Have the Solution—** Building skills in the areas of communication, working within teams, managing conflict, establishing priorities, managing stress, time management
- **Personal Branding** —Understanding how to self package and communicate unique, marketable assets
- **Post Secondary Choices** – including Connect2Careers<sup>TM</sup>
- **Network of Support** —Learning the importance of building a professional network

This curriculum is the foundation of work readiness efforts.

# Integrated Day Activity Tool

- Based on **Career Plan** and **Functional Assessment**
- Develop measurement system for each consumer
- **Integrated Day Activities:**
  - Improved stamina
  - Increase in number of instructions can follow at any one time
  - Increase in ability to work with diverse people
  - Improvement in accuracy of tasks
  - Improvement in speed of tasks





# Hands on Work Readiness Activities

## Everything Becomes About Job Readiness:

- Attire/Hygiene
- Timeliness
- Postings
- Attitude
- Communication
- Activities:
  - Use an existing kitchen to develop culinary skills
  - Use the front desk to teach customer service skills
  - Use the building to teach landscaping/facilities management/janitorial services
  - Use office supplies to teach sorting and stocking skills (office supplies)



When a Job is Identified

# Upon Notification of an Employment Opportunity

- **Team Meeting is called within very short period of time**
  - Usually within several hours of job identification
  - May begin by reserving time daily—may not always use it
- **Team Consists of:**
  - Consumer, Supervisor(s), Case Managers, Job Specialists
  - Meetings are structured to expand the collective understanding of what individuals can do
  - Thorough Review of Job Requirements
    - Location, Sector, Job Description, Hours
    - Pay Special Attention to Capacity Requirements and Compare to Individual's Functional Assessment for Participant Identification (Review Functional Capacity Assessment and Career Plan )
  - Goal is to identify right candidates for the job opportunity!

# The Interview

## **Preparation:**

- Mock Interviews through Get Ready!
- Review of Job Description
- Discussions with Business Developer

## **Managing Business Expectations:**

- May not do as well as others during the interview
- The point is not the interview but the employment opportunity
- The Business Developer structures/influences the interview process to ensure success



Once a Person is  
Hired

# Role of Job Coach: *Understanding the Business and the Job*

- **Immediately following hiring meet with Business Developer to understand the following:**
  - Key messages Business Developer communicated to business
  - Business expectations
  - Job Requirements (as understood by the Business Developer)
  - The employment environment
- **Job Analysis: Understand the dynamics of the environment and the drivers of the business**
  - Key tasks and responsibilities –based on job description
  - Broken down into sequences
- **Understand the pressures of the supervisor**
  - Productivity Demands
  - Team Culture
  - We need to align ourselves with the supervisor

# Time Between Being Hired and Starting Work

## **May be a short period of time...so there is a sense of urgency!**

- Assigned Job Coach goes to business with consumer
- Ensures proper clothing is in place
- Plans food for breaks and lunch
- Job Coach and consumer go over the first day's routine (practicing to ensure timeliness, reduction in stress)
- Job Coach and consumer confirm transportation plan
- Job Coach and consumer review job expectations
- Complete paperwork (much better than waiting until the first day of employment)
- Expect that both the individual and the family may express concern/fear—stay connected to the family to avoid any last minute issues

# First Day on the Job

- No different than any one of us!
- Individual (and/or their family) may become fearful
  - Family may want to join the participant for a few minutes at the jobs site that first day (if the participant and business says yes)
  - Job Coach begins building natural supports Day One





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**System Change**

# System Wide Infrastructure for Practice Change

- Center for Excellence and Advocacy born out of the vision of the State
- Strong partnership with the State
- Training and Technical Assistance
  - Community Providers
  - State Systems
  - School Systems—public and private
  - Business
  - Consumers
  - Families

# Community Provider Gap Analysis

- Gap Analysis that Providers Complete (with our support)
  - Engaging staff –most critical
  - Education
  - Exploration of Values
  - Nitty gritty
- Environmental Scan
  - Helping them review their environments to determine if there are ways to create learning hubs that advance work readiness

# Schools

- **Similar Challenges**

- Are these young people really employable?
- Staffing Skills and Expertise
- Need to Build Capacity
- Need the most “boots on the ground” support on how you transition students to employment and college
- Working within highly structured day that creates challenges for working with employers
- Teaching them about labor market sectors
- Growing High Impact Internships to help change the culture

# Create Shared Learning

- Spend time in group settings asking new employees what they hope to obtain from employment, how they feel about working in the community, what they did/plan to do with their first paycheck, etc.
- Hold monthly group sessions in the community where individuals who are working can talk about their experiences and learn from one another.
  - What surprised them
  - What they like the most about employment
  - What issues are causing them concern
  - What the job has taught them about their long term career goals
  - If they have developed natural supports (helpful colleagues) within the job setting