



**LEAD CENTER**

# Customizing Employment: Strategies for Employment Success

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# PRESENTERS



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# OBJECTIVES - I

Participants will:

- ▶ Gain an understanding of the Customized Employment process
- ▶ Learn about benefits of Customized Employment to employers



# OBJECTIVES - II

Participants will:

- ▶ Explore approaches to Customized Employment that can assist veterans seeking employment in achieving an employment outcome
- ▶ Access resources on Customized Employment



# WHY IS THIS RELEVANT FOR VETERANS, ESPECIALLY THOSE WITH BARRIERS TO EMPLOYMENT? - I

Veterans want:

- ▶ To live their lives like anyone else (with supports as needed)
- ▶ Opportunities to take back control over their lives



# WHY IS THIS RELEVANT FOR VETERANS, ESPECIALLY THOSE WITH BARRIERS TO EMPLOYMENT? - II

Veterans want:

- ▶ Quality services and supports that support that fact that they own the process of their progress
- ▶ Economic and community reintegration



# EMPLOYMENT IS KEY TO THIS VISION - I

- ▶ Supporting people to work in Customized Employment opportunities is critical to:
  - ▶ Enabling veterans to continue to make essential contributions
  - ▶ Helping veterans with barriers to employment access the greater community leading to employment





# EMPLOYMENT IS KEY TO THIS VISION - II

- ▶ Supporting people to work in Customized Employment is critical to:
  - ▶ Facilitating relationships with people outside of the military
  - ▶ Building new skills and self-esteem
  - ▶ Helping veterans to have a stable financial future



# POLLING QUESTION

**Is what you do every day the same as what is in your job description?**

- ▶ **Yes, exactly.**
- ▶ **Mostly.**
- ▶ **I don't recall everything that is in my official, written job description and/or don't even know where to find it.**



# BARRIERS

What are some of the barriers that veterans you support face in identifying employment opportunities, applying for jobs and/or retaining employment?



# APPROACHES TO JOB/CAREER DEVELOPMENT

- ▶ Labor Market Job/Career Development: Responding to the needs of employers with applicants who are “qualified” to meet those general needs.
- ▶ Customized Job/Career Development: Discovering the “strengths, needs and interests” of applicants and an employer’s needs, and then negotiating a job description that meets both the applicant’s and employer’s specific needs.



# RETHINKING TRADITIONAL METHODS - I

- ▶ Circumventing Human Resource (HR) departments and connecting the job seeker directly with the business owner or manager often works best, especially in smaller companies with little formal HR function.



# RETHINKING TRADITIONAL METHODS - II

- ▶ Employers are *ALWAYS* hiring. They are hiring veterans with similar interests, values and especially those who can generate profits.
- ▶ Skills, and ability to learn new skills, are critical to job creation.



# WHAT ABOUT THE LABOR MARKET? - I

- ▶ An abundance of employment occurs in less obvious places and businesses.
- ▶ We are not reacting to the labor market, we are working with the labor market.



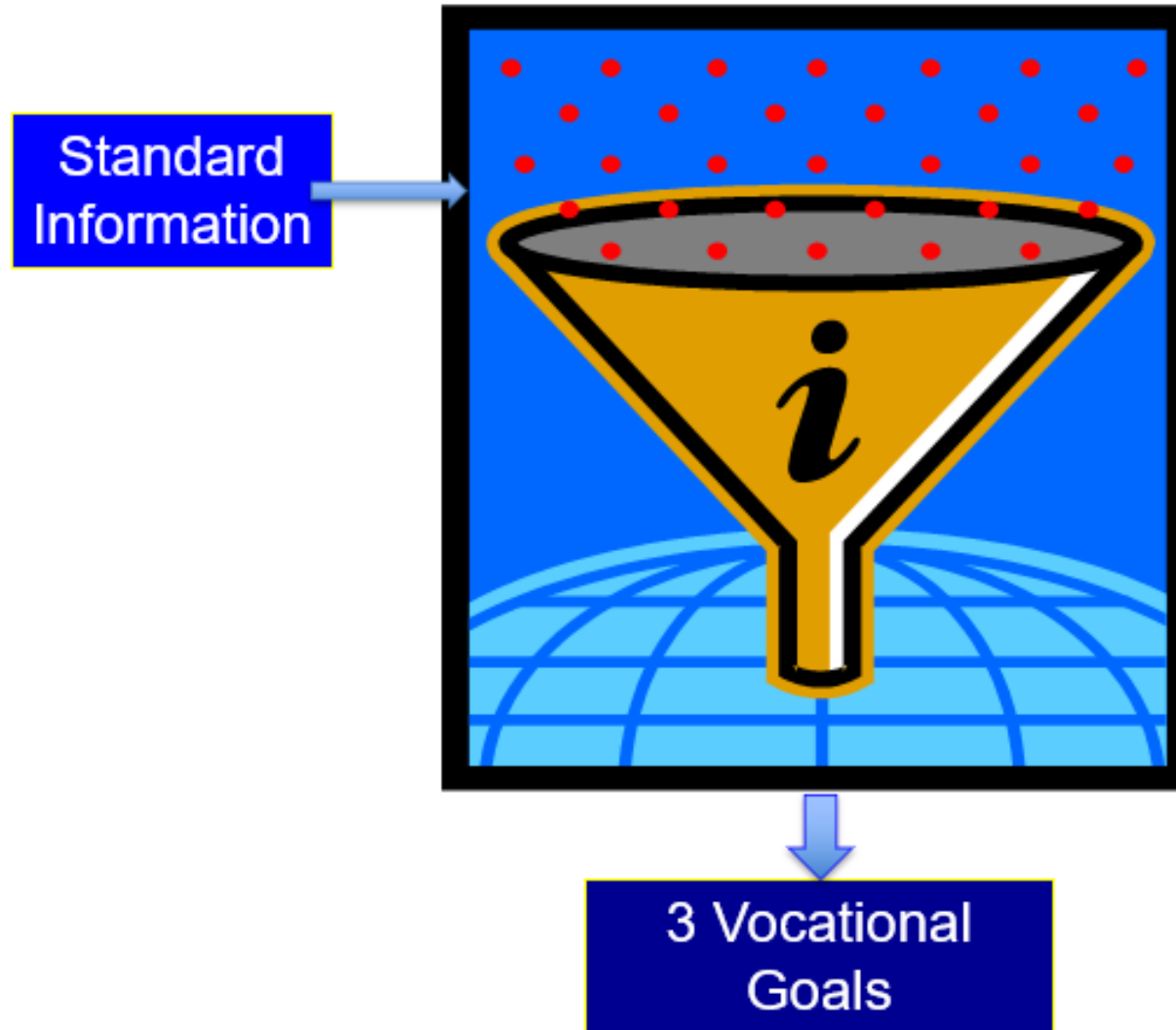
# WHAT ABOUT THE LABOR MARKET? - II

- ▶ Growth and recession do not seem to affect or change the employment rate when implementing CE.
- ▶ According to the Small Business Administration (SBA), small companies create 1.5 million jobs annually and account for 64% of new jobs created in the US. ([www.fundera.com](http://www.fundera.com), 2020).

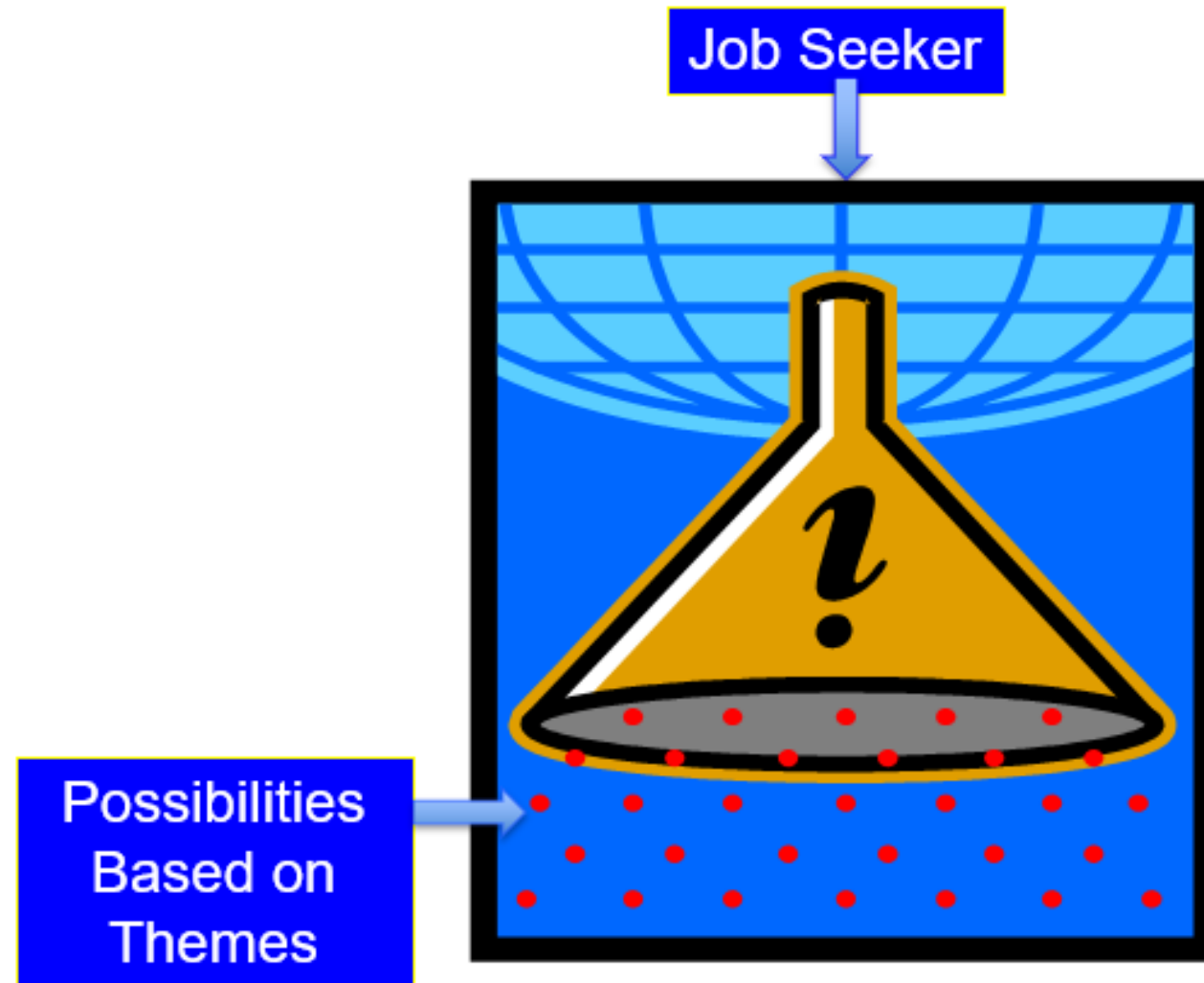




# TRADITIONAL ASSESSMENT



# A DIFFERENT APPROACH



# THERE ARE 2 RULES TO SUPPORT CUSTOMIZED EMPLOYMENT

1. The focus must always be on the veteran
2. Never break Rule 1



# WHAT IS A CUSTOMIZED JOB? - I

- ▶ A set of tasks that differ from standard job descriptions, but are based on tasks that are found and needed within that workplace.



# WHAT IS A CUSTOMIZED JOB? - II

- ▶ The customized job may include a subset of the tasks from a job description or a mix of tasks taken from several different job descriptions. It may also include new tasks that fill a need for the employer.



# HOW ARE CUSTOMIZED JOB DESCRIPTIONS DEVELOPED?

- ▶ Negotiation strategies may include job carving, job creation or other job development or restructuring strategies.
- ▶ Customized employment assumes the provision of reasonable accommodations and supports necessary for the individual to perform the functions of the negotiated job.



# AT WHAT POINT IN THE CE PROCESS IS THE EMPLOYER INVOLVED? - I

- ▶ After the identification of interests, skills/ talents, and areas for customization.
- ▶ A team approach is utilized to develop an *employment plan*.



# AT WHAT POINT IN THE CE PROCESS IS THE EMPLOYER INVOLVED? - II


- ▶ Negotiation of an individualized job that meets the employment needs of the applicant *and* the business needs of the employer is developed.
- ▶ Participation in this process by an employer is *always voluntary*.





# CUSTOMIZED EXAMPLE FROM THE OWNER OF A WELDING SHOP

TASKS	Getting done?	Useful Labor for a Welding Administrative Support Position
Gathering Blueprints	No	
Set up stations	No	
Accounting	No	
Inventory	Maybe	
Restocking supplies	Maybe	



# JOB NEGOTIATION

A negotiated job description is one in which all the tasks of the work setting (tasks contained in one or more job description, or tasks that are not being done) are available for selection to form a new, individualized job description.



# JOB NEGOTIATION EXAMPLE WAREHOUSE ASSOCIATE

- ▶ Schedule/Hours Negotiation
- ▶ Job Description Negotiation
  - ▶ Puts UPC codes on stock
  - ▶ *Codes it in a computer*
  - ▶ Distributes thru warehouse



# RESTRUCTURING THE ENVIRONMENT

- ▶ Offer flexible schedules
- ▶ Provide checklists
- ▶ Post written or pictorial instructions
- ▶ Minimize clutter
- ▶ Color-code items
- ▶ Divide large tasks into multiple smaller tasks
- ▶ Give positive feedback
- ▶ Consider universal design



# JOB CREATION

A created job description is negotiated based on unmet needs in the employer's workplace. This leads to a new job description based on unmet needs of the employment setting or based on the self-employment business chosen by the individual.



# JOB CREATION EXAMPLE SMALL LEGAL OFFICE

- ▶ Filing not getting done
- ▶ Shredding not getting done
- ▶ Causing Personally Identifiable Information (PII) problems
  - ▶ Not billable but not pulling others from focusing on billable hours
- ▶ **Solution: Hire someone to file and shred**



# UNIVERSAL HIRING RULE

Demonstrate that the value of hiring the individual is greater than the cost the business will expend and makes good business sense (e.g., meeting unmet needs, reducing turnover).



# WHAT IS INVOLVED IN VOLUNTARY NEGOTIATIONS?

- ▶ A meeting is set up to present a job proposal. *It must include tasks that the employer recognizes as adding value.*
- ▶ The employer may accept the proposal, discuss modifications to it, or reject it. If not accepted, a discussion may result in a different job description that is satisfactory to both the employer and the applicant.





# ON-THE-JOB SUPPORTS

- ▶ Activities and relationships that help a person maintain a job in the community
  - ▶ On-the-Job and job related supports
    - ▶ Co-workers
    - ▶ Supervisors
    - ▶ Family members
    - ▶ Peers



# ACCOMMODATIONS AND SUPPORTS

- ▶ What barriers does the employee experience and how do these affect the employee and his/her job performance?
- ▶ What job tasks/related issues are problematic?
- ▶ What accommodations are available to reduce or eliminate these barriers?
- ▶ Are all possible resources being used to determine possible supports?
- ▶ Can the employee provide information on possible accommodation solutions?
- ▶ Are the accommodations effective?



# POST EMPLOYMENT SUPPORTS

- ▶ Proactive approach to job retention
- ▶ Promotes satisfaction of both the job seeker and the employer
- ▶ Identified resources
- ▶ Renegotiation as needed
- ▶ Continuous feedback
- ▶ Adjustments to supports and services as needed



# REASONABLE ACCOMMODATIONS

- ▶ The U.S. Department of Labor's Job Accommodation Network (JAN) reports that accommodations are usually low cost (less than \$500); in half the cases, there was no cost to accommodate the employee's needs. Specific questions can be asked at <https://askjan.org/>
- ▶ Businesses may also be eligible for tax credits that help cover the cost of accommodations for employees with disabilities.



# MORE THOUGHTS ON HOW YOUR JOB HAS BEEN CUSTOMIZED?



# CUSTOMIZED EMPLOYMENT RESOURCES

- ▶ [Customized Employment Works for Veterans: A Win-Win Strategy](#) -- This video describes customized employment from the veteran, service provider and employer points of view. (coming soon)
- ▶ [Customized Employment: A Job that I Love](#) -- This video describes the importance of discovery in the customized employment process and the positive impacts of having a customized job for a veteran. (coming soon)
- ▶ [Customized Employment Works for Veterans Brief](#) -- This brief describes five wounded warriors who obtained employment by using discovery and customized employment. (coming soon)



# MORE RESOURCES

- ▶ [Customized Employment Systems Innovation Brief](#)  
[Implementing Customized Employment, Guided Group](#)  
[Discovery and Self-Guided Discovery in a Variety of Settings](#)  
[and with a Variety of Partners](#)
- ▶ [Information Brief: Customized Employment and Guided Group](#)  
[Discovery](#)
- ▶ [The Essential Elements of Customized Employment for](#)  
[Universal Application](#)

