

**NVTAC VIRTUAL
LEARNING CLASS:
ACCOMMODATIONS AND
INTRODUCTION TO
CUSTOMIZATION**

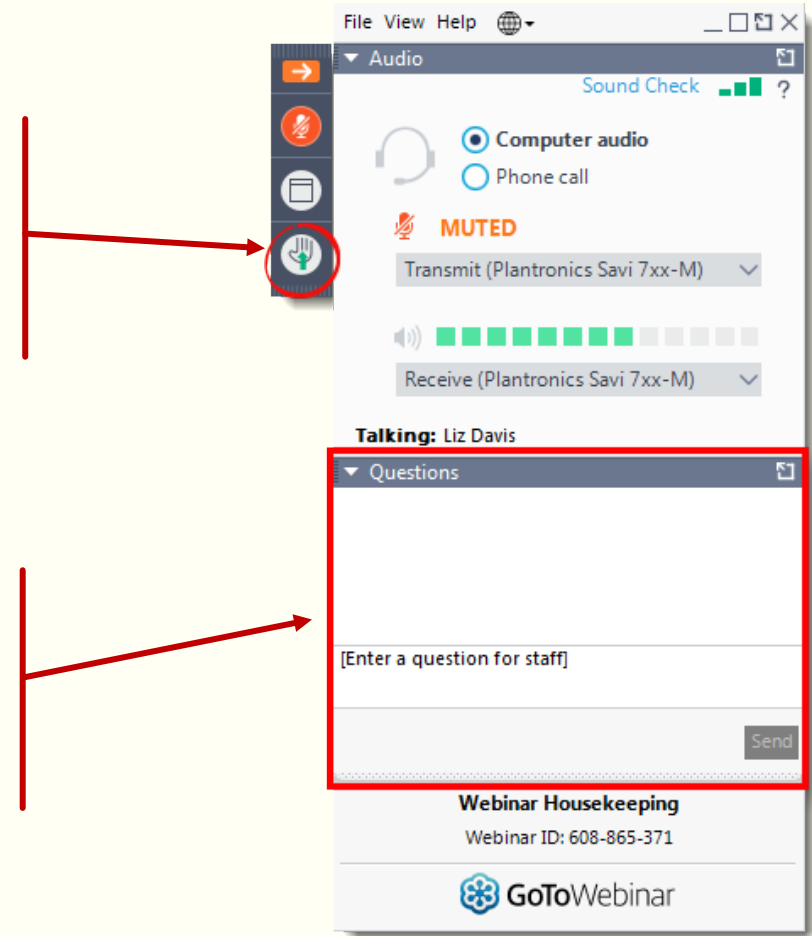
June 15th, 2020



We want to hear from you!

If you have a question, and want to speak, **raise your hand** to get your mic unmuted

If you don't want to speak, use **the question box** to ask a question and we'll answer!



Meet Your Instructors



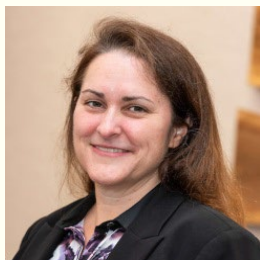
Nicole LaCorte-Klein, MA, CRC

Training Consultant at Atlas Research, Nicole brings years of experience providing job placement, vocational case management and direct service to individuals who are homeless. Nicole has provided technical assistance to HVRP, SSVF and other Veterans Administration staff for years, offering her experience as both direct service provider and trainer.



Cori Di Biase

NVTAC Project Director at the Manhattan Strategy Group, Cori has provided services and consultation to support veterans and civilians in employment for more than twenty years. Cori prides himself on serving the staff and leaders who have dedicated themselves to serving our country.



Cindy Borden

As the Director of Technical Assistance and Training for the National Coalition for Homeless Veterans (NCHV), Cindy conducts training, develops resources, and provides intensive coaching in program design and implementation to veteran service organizations. Cindy brings more than 20 years of experience in both direct service and technical assistance to help organizations increase capacity and improve services.

Guest Facilitator: Gary Shaheen

- **Gary Shaheen, Ph.D.** (Former Director of NVTAC) has over 40 years experience developing policies and programs that increase employment opportunities for people with disabilities and people who are homeless, including veterans. He has managed numerous national Customized and Supported Employment and Self-Employment projects for USDOL/ODEP, SAMHSA/CMHS and other federal agencies.

Course Schedule: Phase II

Accommodation and Customization	6/15
Guided Group Discovery	6/17
Customized Employment	6/24
Employer Engagement & Career Pathways	6/29
<i>CoP: CE and Discovery</i>	<i>7/9</i>



INTRODUCTION AND HARKENING BACK

In Sessions 1-4:

- Topics:
 - Stages of Change
 - Trauma Informed Services
 - Motivational Interviewing
 - Ambivalence
 - Decisional Balance
 - Peer Support Services
 - Mentorship
 - Job Club
 - Veteran Participation in Program Planning and Governance
- Themes
 - Veteran-Driven Services
 - Services that meet the veterans where they are – no 'prerequisite' to any of these methodologies
 - Services that span multiple – in some cases all – aspects of service delivery and organizational approach

Stages of Change - Review

Stage of Change	Description	Practitioner Response
Precontemplation	Unaware of the need for change; unable or unwilling to change.	Establish rapport; Explore risks & rewards of current circumstances; Meet immediate needs.
Contemplation	Ambivalent; Uncertain.	Weigh Pros and Cons; Talk about work, without forcing choices.
Preparation	Considering options; Asking questions; Expressing willingness to change.	Explore options; Set goals; Clarify roles – your role, and the veteran’s.
Action	Taking steps toward change.	Provide support and services; actively plan and assess; ‘Celebrate or Recalibrate’ as goals are met, or not.
Maintenance	Some goals have been met; Significant change has begun.	Review and revise goals, as needed; provide support, as agreed.

Today, We'll Talk About:

- The principles of Workplace Accommodations and supports in response to veteran employment barriers, including disability, mental health concerns, substance abuse, and trauma.
- How Accommodations principles lay the foundation for Customized Employment
- How employers view customization through a 'Workforce of One'
- **BUT MOST IMPORTANTLY: We want to hear how HVRPs are working in partnership with employers.**



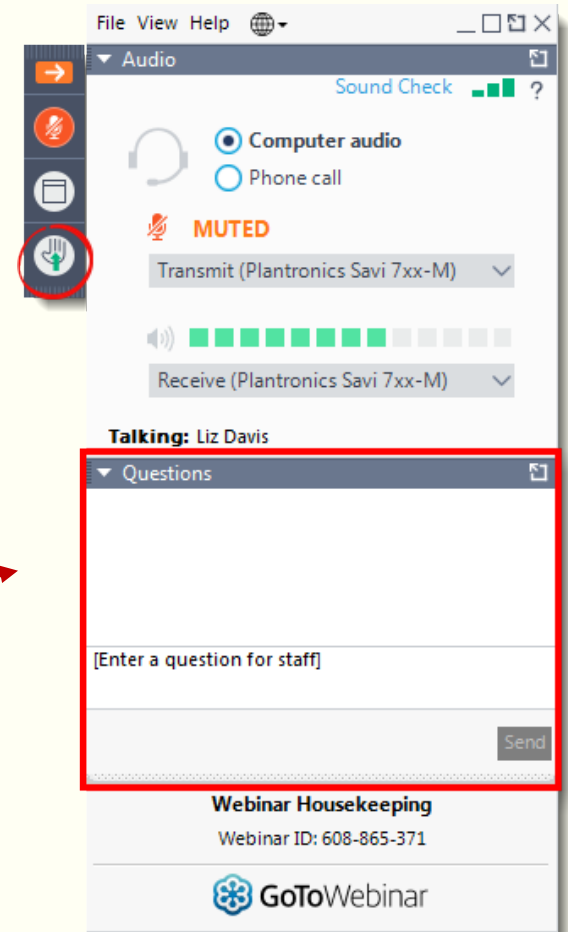
ACCOMMODATION & UNIVERSAL DESIGN

A Quick Overview

Examples of Accommodations

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Overcoming Barriers: Two Necessary Approaches

Accommodations

- Designed for and used by the individual veteran.
- Used in response to a variety of barriers:
 - Physical Disabilities
 - Sensory Disabilities
 - Mental Health Needs
 - Traumatic Responses

Universal Design

- Alterations to physical space, technology, instruction & communication, that make them inherently more accessible to all users.
- Examples include:
 - Curb Cuts
 - Blended Hands-On and Classroom Instruction
 - Trauma Informed Approaches

Accommodation



www.askjan.org

- For inquires about accommodating physical psychological, sensory, and intellectual disabilities.
- Requirements and allowances of the American with Disabilities Act

Accommodation & Disclosure

- Requesting accommodations from an employer means at least partially disclosing a disability;
 - The requirement to accommodate an employee under the ADA requires disability disclosure.
- As with any private piece of information, veteran confidentiality must be respected. Discuss with the veteran:
 - The benefits vs. possible costs of disclosure.
 - What information to include in the disclosure discussion.
 - Who to disclose to.
 - When to disclose.

Type of Universal Design

- Universal Design for Learning:
 - Crafting trainings, presentations, and informational materials to appeal to all type of learners.
- Flexible Work Arrangements:
 - Use of Telework, Flexible Scheduling and Task Sharing to maximize employees productivity and work-life balance.
- Trauma Informed Services:
 - Attention paid to the physical spaces in which we provide services, to ensure the minimum possibility of 're-traumatization' resulting from the environment.
- Universal Design in the Physical Space
 - Elimination of Unnecessary Barriers
 - Signage that reflects actual services, rather than program acronyms

Accommodations, Universal Design, and Employer Engagement

- Understanding Accommodations and Universal Design, and how to integrate these into the work environment, is a concern for all employers.
 - Hiring, onboarding and retaining new staff.
 - Retaining existing staff who may be aging or facing other barriers.
- Understanding how to plan for and acquire reasonable accommodations, how to meet the requirements of the ADA, and how to support an increasingly diversified workforce are all valuable services.



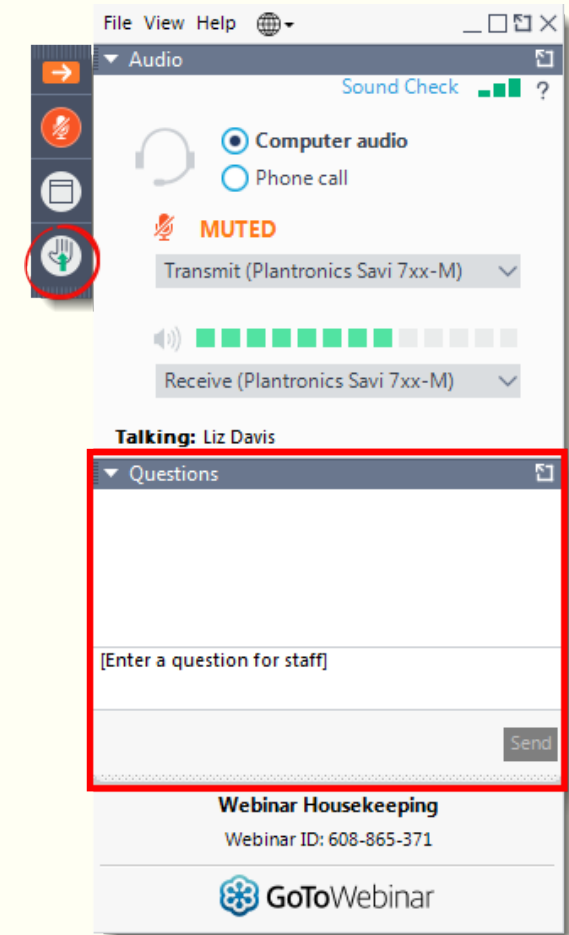
A WORKFORCE OF ONE:

Customizing Employment

Question: Employer Relationships

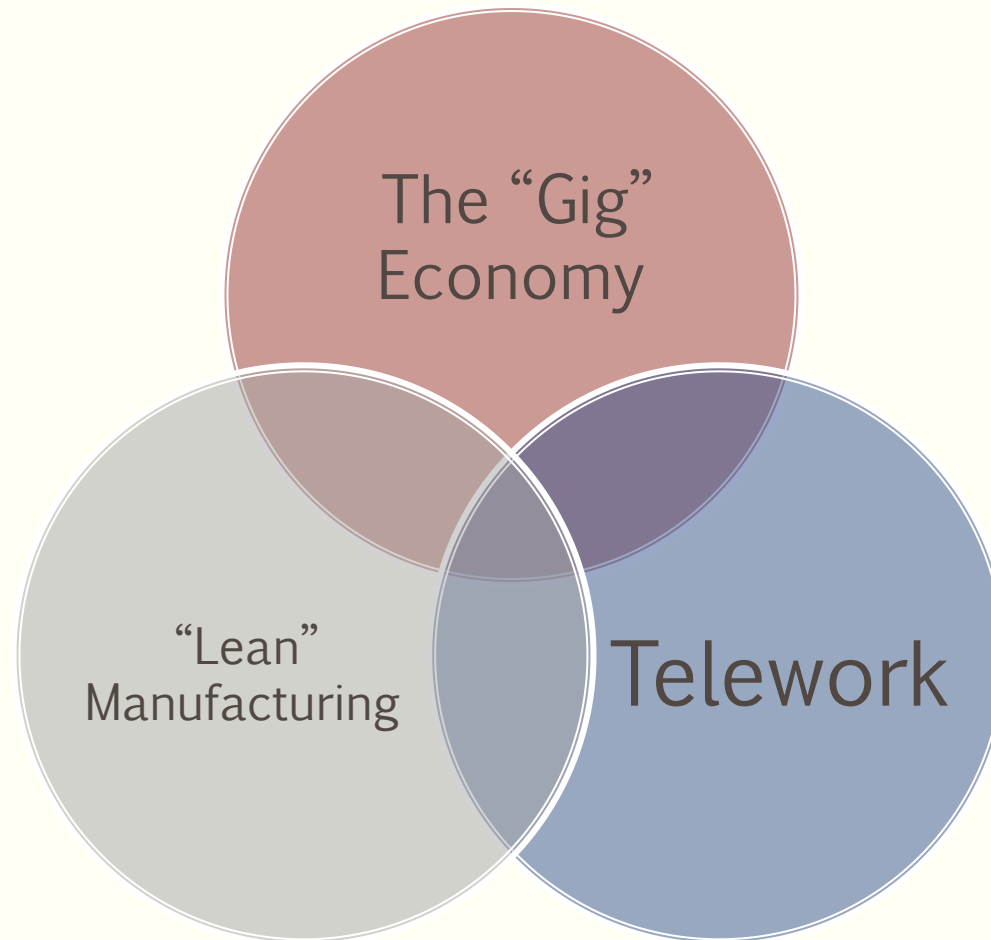
How does your HVRP use employer relationships over and above placements?

How do employers support you and the veterans you serve, and how do you support them?



Consider the Following:

In the 'Question' Box, tell us what these three things have in common.



What More do HVRPs Need to Know about Employer Engagement in a Post-COVID 19 World?



- Employers will need to restructure-and customize – their operations to meet pandemic guidelines
- But-they must also figure out how to engage, train, and retain talent in reconfigured work environments.

What is a 'Workforce of One'?

- *“It is an approach to talent management that tailor people, practices and policies to individuals and groups of employees throughout the organization, with the goal of improving organizational effectiveness”.*
 - Cantrell, S. & Smith, D. (2010). Workforce of One-Revolutionizing Talent Management through Customization. Boston, MA. Harvard Business Press



Old vs. New Employer Paradigms

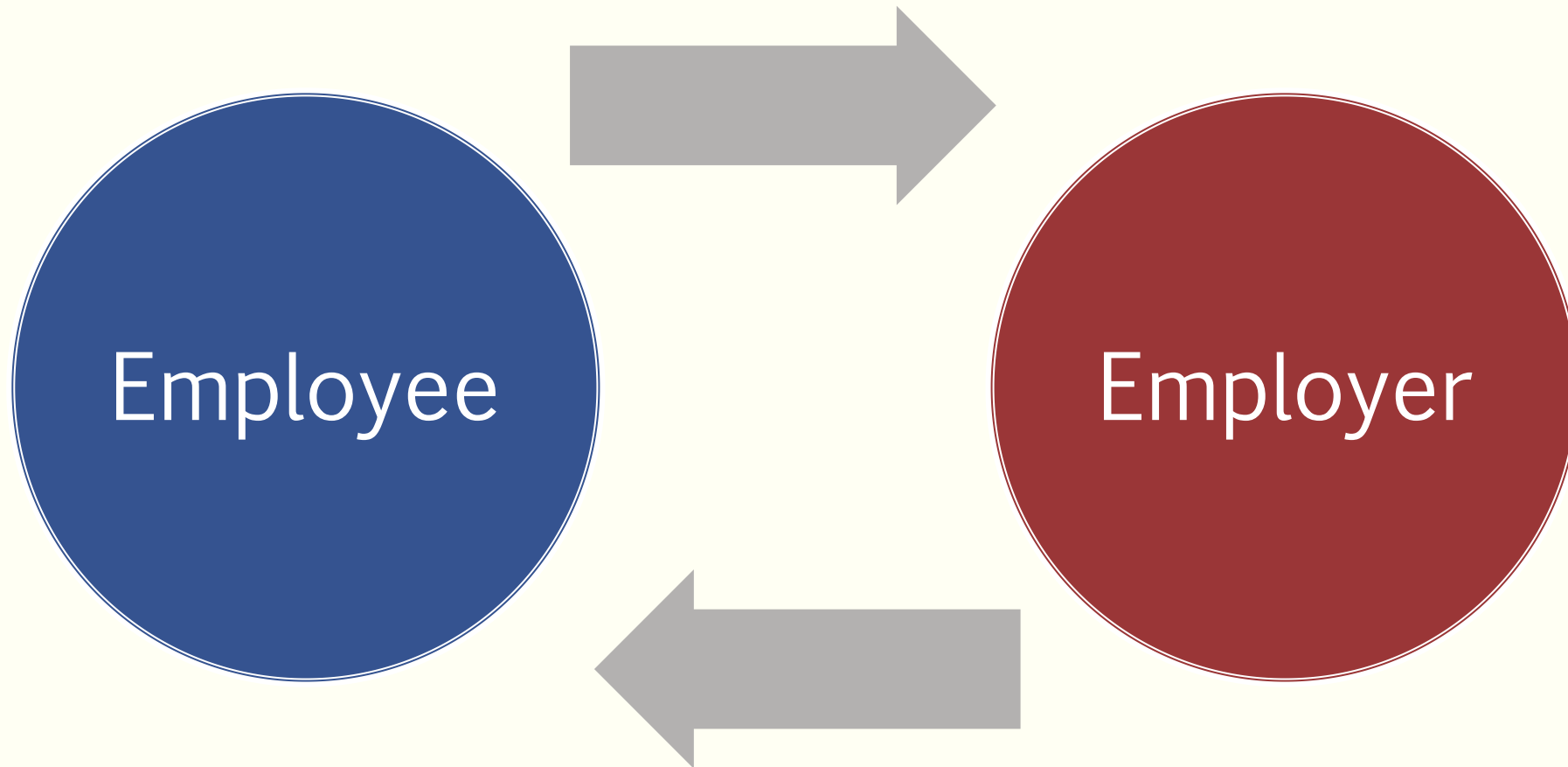
Old Employer Paradigm:

- “One size fits all”
- Serves efficiency, quality and fairness
- Same performance criteria
- Train everyone in the same way
- Same/similar rewards
- Assume everyone is motivated by the same things
- **WHY:** Achieve control, scalability and equity

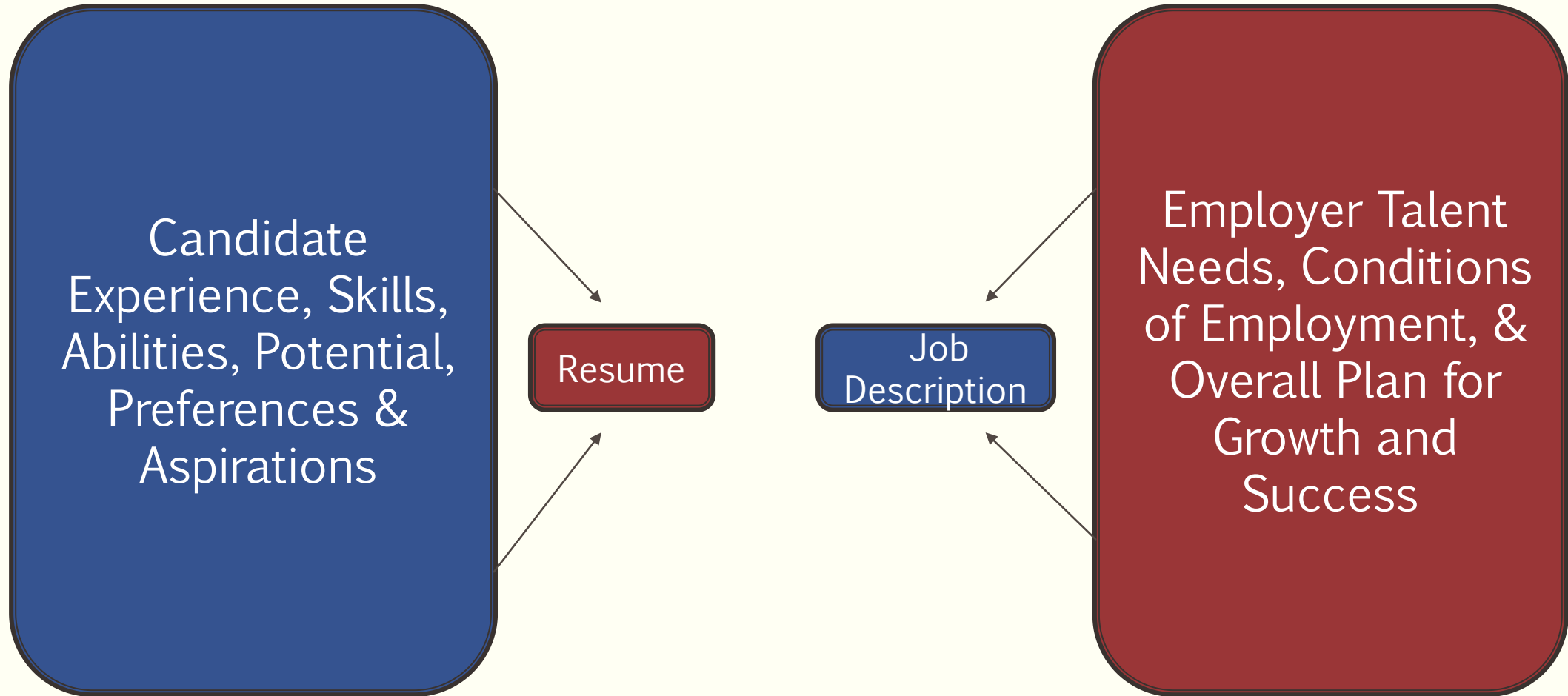
New Employer Paradigm:

- Value choice and variation in assignments and benefits
- Recognize the differing needs of each individual
- Develop new approaches to recognizing and managing talent
- Find new ways to multiplying the value of existing talent
- Address growing diversity in their workforce
- **Why:** Need employees’ help more than ever to survive in an era of Post-COVID 19 economic uncertainty

The Employment Relationship



The Employment Application Process



Customized Employment: Defined

- “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 Employment: Two Foundational Aspects

1. Discovery: A process by which not only the talents, skills, and qualifications of the veteran candidate are identified, but also the:
 - Environmental and interpersonal preferences;
 - 'Hidden' or 'off-resume' experiences and skills;
 - Needs for support and possible barriers in career development and employment retention.
2. Negotiation: Identifying the real needs of the employer – beyond the job description - and how to match them as closely as possible with what we know about the career seeker.

Where does Accommodation and Customization Fit in HVRP Job development

- **Accommodation**

- Develop a list of accommodations that the veteran wants and needs
- Address issues of disclosure
- Develop the 'pitch' for *why* the veteran will add value in the workplace with accommodations

- **Customization**

- Understand where veterans are at their best in work environments
- Build 'advance understanding' of how an effective employee/ employer match can be made
- Develop the 'pitch' for customizing a job-job carving, negotiation, job creation

A Suite of Strategies

	Stages of Change	Trauma- Informed Services	Motivational Interviewing	Customized Employment
Veteran-Driven	*	*	*	*
Trauma-Informed	*	*	*	*
Universal	*	*	*	*
Flexible	*	*	*	*
Responsive	*	*	*	*

For our next session on Customized Employment Principles and Practices – YOUR HOMEWORK!

When have you worked with your employer or coworkers (past or present) to customize some aspect of your job?

- Schedule?
- Tasks?
- Place?
- Management Style or Structure?

Questions?

E-mail questions to:

contact@nvtac.org

Continue the conversation at:

nvtac.org/nvtac-knowledge-network/