

“When Existing Jobs Don’t Fit: Customizing Employment Opportunities”

**Building on Success: Expanding Employment
Opportunities Conference
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**Job Development for people
with the most significant
barriers to employment does
not require that we do things
differently ---**

**But it does require that we
do things *Better*
than we ever have before!**



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We All Modify Our Jobs So As To Highlight Our Abilities And Get Around Our Limitations



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Everyone can work!

- All deserve the opportunity
- No matter how significant the barrier(s)
- There is something out there for everyone - some job matches come easier than others!



Job Sharing

Take existing position, break down tasks of the position & create 2 separate jobs.

Jobs separated by shifts/hours or tasks

- Focus on individuals' strengths & skills
- Match available tasks to these strengths
- Ultimately meet needs of employer & both employees

Creative Jobs:

Placement of an employee with a disability in an existing position, using a variety of creative strategies which allows the employee to perform their job duties.

Examples:

- Job in Meat Locker
- Job at Filene's Basement

Job Carving:

Taking tasks that are part of other employee(s) responsibilities, and creating a position specifically performing that task or tasks.

Examples:

- Music Store: tearing off magazine covers, handing out PR gifts, etc.
- Performing the photocopying for staff at a law firm
- Assembly buyer/seller packets for a real estate agency

Created Jobs:

Creating a new job, that did not previously exist, out of the specific needs of an employer

Examples:

- Café attendant at College
- Data entry at Health Center

Who and When?

Who's it for?

- Unable to complete complex variety of tasks of existing / typical jobs
- Present a higher level of challenge
- Not a “quick fix”

When do you do it?

- When all other avenues have been exhausted..or
- Early on becomes apparent that person will need a unique situation to be successful



**The way to succeed
is to double your
failure rate.**

- Thomas J. Watson
Founder of IBM



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Steve's Story:

Lunch Delivery for Deli / Liquor Store

About Steve

- Severe CP
- Wheelchair user
- Limited movement
- Speech difficult to understand
- Extremely likeable, great personality & smile
- Independent & comfortable with his disability
- Peer counselor and guest speaker at colleges
- Knew streets of Boston amazingly well

How Job Developed

- Downtown Boston
- Survey of area businesses
- Formal proposal (along with video featuring similar arrangement)
- Steve hired - 20 hrs./week
- Letter introducing new service along with flyers distributed to area office buildings, businesses and shopping malls
- Lots & lots of canvassing!!!



Steve's Story (cont.)

Challenges

- Communication
- Opening doors to buildings / elevators
- Making change
- Getting coat, gloves on and off (in/out often)
- Using restroom
- Getting around in winter snow & ice
- Drumming up business

Steve went on to become successfully self-employed as a soda vendor!

Creative Problem-Solving

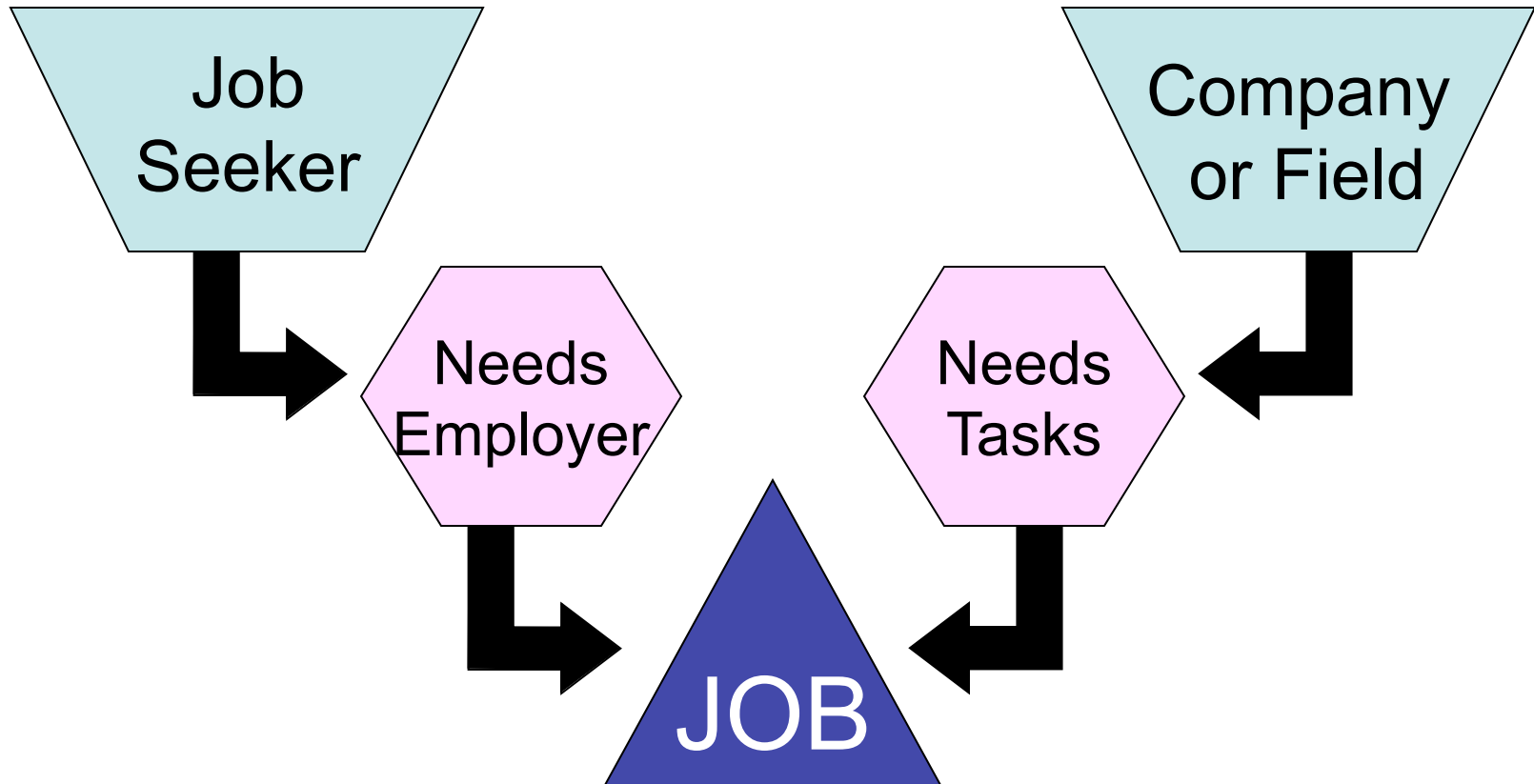
- Had instructional signs and banners made for wheelchair
- Used /advocated for electronic door openers & arranged for assistance from security guards, etc.
- Cooler and money pouch secured onto wheelchair - customers asked to remove their order & make own change from pouch
- Used restroom at mall
- Enhanced wheel traction on motorized chair

How It Works...

1. Know the job seeker
2. Know the employer
3. Look for a match between the business needs of employer and skills & strengths of job seeker
4. Investigate & ID how the employer will profit from hiring the job seeker
5. Propose and negotiate the position



Two - Sided Approach



How Do You Find Out What People Want?

- ✓ What motivates them?
- ✓ What interests them?
- ✓ What are their strengths and skills?



Person Centered Planning...

...a personal vision of what an individual would like to be and do

- Puts person in control of process
- Emphasizes preferences, talents, & dreams (not needs/limitations)
- Takes advantage of existing supports
- Involves family and friends in planning and action steps

Get Beyond Task Skills

- What environments does individual enjoy?
- What environments have they succeeded in?
- What social skills do they bring to the work environment?
- In what environments would their personality & social skills be an asset?
- What types of work environment should be avoided?



Identifying Needed Supports

Long Term Employment Success requires potential support needs and barriers be identified and addressed, prior to placement.



Anticipating Needs

- Individual support needs vary
- Anticipate and address support needs during job search
- Focus on needs on the job as well as external needs (e.g., housing) which can impact employment
- Focus on concrete (e.g., transportation) & personal supports (e.g., need for supportive co-worker)

Chris' Job Dev't Struggle

About Chris

- Dream Job - being a host on a show
- Has extensive knowledge of music trivia
- Is blind & has moderate CP & ID
- Can not read Braille
- Depends on The Ride

Work Experience

- For 12 yrs. job dev't has focused on his phone/computer skills
- Past jobs include:
 - Epilepsy Foundation: call customers for donations (1 yr.)
 - Paralyzed Veterans: call customers to buy products they were selling (3 mos.)
 - Boston Globe: call customers to subscribe to paper (1 yr.)

Chris (2)

A New Focus

- Wanted job using his music knowledge rather than past experience
- Created a portfolio
- Wrote a proposal

Next Steps

- Look at number of leads
- Chris tried to negotiate a collaboration with an organization of actors with disabilities but..
- He wanted to direct his own “show”

Chris (3)

Currently

- Proposed to a nursing facility that a few times/month, Chris direct entertainment show for residents
- Did “pilot” show for nursing facility. It went well, negotiated an ongoing scheduled event with pay - annual contract has been renewed for 4th year

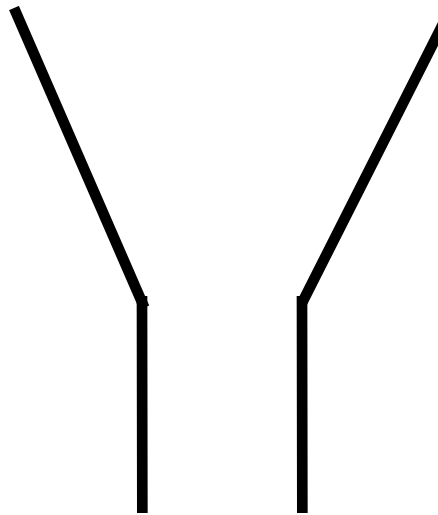
Challenges

- It took many months to develop this job
- Contacted many nursing homes before finding one that was interested
- Need to provide support on the job each month

Identifying & Using Job Seekers Resources

Who can help?

25 Job Seekers



You

Grid lock to you!

Job Seeker Networks

- Friends, family, neighbors
- Places of worship
- Clubs, groups, teams
- School connections
- Employers & co-workers
- Professionals
- Places they shop and eat

Networks may need to be rebuilt or expanded

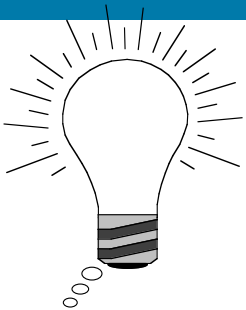
Other Partners & Collaborators

- Service providers - residential, clinicians etc.
- Public Vocational Rehabilitation
- Other public disability agencies (MH, MR/DD)
- Community Rehabilitation Providers
- Work Incentive Planning Assistance (WIPA)
- Legal assistance (P & A, etc.)
- Advocacy groups



Working With Support Teams

- Establish & maintain regular communication
- Include team in career planning, job placement & support
 - Emphasize importance of everyone's role in employment success
- Get input re: concerns & “non-negotiables,” but keep it positive
- Plan *short & long-term* supports
- All team members should utilize their personal networks
 - You never know who can lead to a job



Brainstorming Basics

- Generate lots of ideas
- Involve everyone and anyone
- Get different perspectives
- There is no wrong answer - All ideas are valid
- Search for different questions

Nothing is more
dangerous than an idea
when it is the only one
you have

- Emile Chartier

French Philosopher



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Daniel's Jobs

About Daniel

- Moderate cerebral palsy
- Needs support to walk or uses wheelchair
- Vocal but non verbal
- Moderate DD
- Exhibits challenging behaviors

How jobs were developed

Walgreens Stock Clerk

1 day/2 hours

- Puts stickers on high priced items
- Created position/negotiated with manager

Hardware Store Stock Clerk

2 days/ 2 hours

- Un-packages items
- Uses price gun to price items
- Originally family member owned store
- Negotiated continued position with new owner

Daniel's Jobs (cont.)

Challenges

- Needs 1 on 1 job coaching long term
- Not always motivated to work
- Has had more recent medical issues that effect stamina..etc

Creative Problem-Solving

- Staff use a job coach schedule-he is automatically on it
- Have trained other ICI staff to work with him in a crunch
- Try to encourage work but will leave early if not productive
- Continued communication with house staff about current well-being/observations

Individual Job Development vs. General Job Development

- **Individual is based on job seeker's interest**
- **Key is selling job seeker's skills**

vs.

- **General is based on the services your agency provides**
- **Examples Include:**
 - **Recruitment Resource**
 - **Candidate Screening**
 - **Support Services**



Individual Job Development

**Creative Job Development *requires*
you use:**

Individual Job Development

**And create each opportunity with a
specific job seeker in mind**



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Chelsea

Coffee Cart Attendant

About Chelsea

- Traumatic brain injury
- Wheelchair user
- Limited upper mobility
- Slow, slurred speech
- Limited vision
- Very friendly and personable
- Very independent

How Job Developed

- Canvassing the Longwood Medical Area
- Approached every employer including vendors inside hospitals
- Proposed to coffee vendor that they expand their business beyond the hospital lobby
- Agreement with WIT to build a cart to attach to back of wheelchair



Chelsea cont.

Challenges

- Storing, stocking & attaching cart to wheelchair
- Safely traveling on sidewalk to identified locations to sell coffee
- Opening doors/entering buildings
- Making change
- Approaching potential customers
- Staying awake!

Creative Problem-Solving

- Coffee vendor stored, stocked & assisted in attaching cart (usually took 2 people)
- ETS accompanied Chelsea from lobby to various locations
- Designated whole dollar amounts for products
- Practiced “spiel” to customers
- Coached to try and change nighttime routine to allow for more sleep

Give Employers What They Want to Know:

What can you do for my company?

The business benefits might be:

- **Spend less money**
- **Make more money**
- **Improve efficiency/productivity**
- **Improve customer relations**

Employers are looking for a value / a bang for their Buck / solutions to staffing issues.

The Positioning Statement

To chocolate lovers, Oreo is the brand of cookie that tastes more chocolaty than any other.

To employers, Employment, Inc. is the community organization that can maximize workers' productivity.



Positioning Statement (cont.)

- Defines audience—who are you talking to?
- What are the needs of this particular audience?
- Position your brand compared to/against competitors.

Who else could they choose?

- Unique selling proposition.

Why is your organization better than the competition?



Marketing Maxim:

**It is more effective to find out
what customers need and
want and match it to what you
have to offer...**

**...than it is to get them to buy
what you are selling.**



Think of your services from the employers' perspective, not your own.



Simmon's Mail Room

About Brad

- Had worked in a mail room through a training program and really liked it
- Had significant MI that required he be in a very structured, predictable environment
- Wanted to be around young people
- Wanted a set schedule

How the job was developed

- Applied to every possible mail room/clerical job that was out there but nothing fit
- Began approaching medical & educational facilities in the area to see if they had a need for a delivery position
- ICI staff person's husband worked at Simmons College - assisted us in getting in the door
- Spent many months negotiating with union after College said yes

Simmon's Mail Room (cont.)

Challenges

- Assisting mailroom supervisors to develop job duties, hours, delivery route..etc
- Mail getting lost, left at wrong departments
- Excessive talking with staff in various depts.
- Downtime in the mailroom

Creative Problem-Solving

- Assisted in ordering cart for use during mail runs to stay organized
- Clear expectations of limited conversation during mail runs-introduced time frames for runs
- Re-organization of mail runs for better time management
- Developed additional duties within the mailroom such as sorting and stamping mail

Know the Job Seeker

- What skills does the job seeker bring?
- What abilities do they have?
- What are their strengths?
- What can they do for an employer?
- What kind of work culture is best for them?

Know the Employer

- What do they do / make?
- What jobs do they typically hire for?
- What hiring needs do they have?
- What tasks are not getting done?
- What areas of business do they want to expand?
- Are tasks getting done by high paid employees that someone else could do?

Now...

- **Look for a match between the businesses needs and the skills and strengths of the job seeker and...**
- **Identify how the employer will profit from hiring the job seeker**

'Selling' Job Creation

- Economic sense
- Increase efficiency
- Make their jobs easier
- Give time to concentrate on management and expansion
- Increase customer satisfaction
- Reduce turnover
- Reduce costs of temp agencies
- A job that will pay for itself

“The people who get on in this world are the people who get up and look for circumstances they want, and, if they can’t find them, make them.”

George Bernard Shaw

-British Playwright and Social Reformer



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As We Wrap Up...

- Any last questions???
- Please complete your evaluation form and leave on the table
- Thank you and enjoy the rest of the conference