Customized Employment Tools that support IPS Supported Employment (and IPS Metrics that Bolster Customized Employment)
Prior to 2001, the most prevalent and oft used term was simply Supported Employment.

In 2001, ODEP, (the Office of Disability Employment Policy, formed at USDOL, and authorized by Congress the same year) released a Request for Proposals for demonstration grants connected to Customized Employment.

Around the same time, the clinical trials regarding IPS-SE were being conducted, focusing on job seekers with mental illness.

The decade between 2001 and 2011 saw wide-spread awareness of both approaches, with large scale grants, studies, and demonstration activities in numerous states, with regular division down disability lines (i.e. IPS-SE in mental health and CE in ID/DD systems).
Systems change connected to “models” usually comes with a certain level of insulation, which in turn produces myth from those vested in different “camps.”

For example, it’s common to hear the following statements in some form:

“Customized Employment is not scalable.”

“IPS focuses mostly on rapid placement and doesn’t customize jobs.”

“CE jobs are just for a few hours a week.”

“IPS is for MH, CE is for DD.”

“IPS is better because it’s been tested. CE is just an idea.”

“The CE process takes too long. There’s no focus on job development rapidity.”

“IPS is a theory and doesn’t work in the real world. It’s just supported employment.”
From models to tools...
James Livingston, Economic Historian

• How then to choose between facts to fit the models?
• If the model determines the range of facts we can take for granted, how do we decide between rival accounts? That is, how do we decide my model is more virtuous than yours?
• Clearly, we can't: whatever the model, it presupposes the values and purposes of the person who deploys it.
The point is:
It’s important for us to get this right!

• SSI and SSDI (sustainability)
• Policy makers respond best to consistency.
• If we can’t even collaborate around “what works” then everyone fails.
• People with disabilities don’t care about models. They want to work.
• We know what hasn’t worked.
U.S. Government Accountability Office
Report Change

Two Reports:

• “Opportunities to Reduce Potential Duplication in Government Programs, Save Tax Dollars, and Enhance Revenue” (May 2011)

• “Little Is Known About the Effectiveness of Fragmented and Overlapping Programs” (June 2012)

• Wasteful: Lacks outcome measurements, not rooted in best-practice, spends most resources on “why people can’t work,” testing and evaluation are lengthy and based in deficits, no single entry point, confusing, lacks clarity.

*
But we are also inconsistent when talking about what works...

• On the basis of current information about social cost impacts, I view the evidence for a public policy of expanding access to IPS-SE services by encouraging substitution for traditional vocational services as strong. The case for a much broader expansion of IPS-SE access is weakened by the short-term nature of available evidence and by the limited amount of evidence from IPS-SE interventions targeted at younger adults (including those not yet on the SSDI or SSI rolls). (David Salkever, Ph.D. Psychiatric Services, February 2013)

• The story that emerges from Salkever’s article is a nuanced one. He shows that although research clearly demonstrates that supported employment is more cost-effective than vocational rehabilitation programs and that it produces a variety of beneficial social and personal outcomes, existing evidence does not support the likelihood of realizing large budgetary savings from expanding supported employment. (Richard G. Frank, Ph.D. Psychiatric Services, February 2013)
Return on Investment and Supported Employment: Good Policy for Taxpayers

In a newly released study published in the TASH journal, Research and Practice for Persons with Severe Disabilities, supported employees returned an average monthly net benefit to taxpayers of $251 (or an annual net benefit of $3,016.08 per supported employee) and generated a benefit–cost ratio of $1.46 for every dollar spent. The comprehensive research looked at all 231,204 supported employees funded by vocational rehabilitation throughout the entire United States from 2002 to 2007. This remarkable finding extrapolates to over $1.5 billion dollars in cost benefits from supported employment if applied to the total number of US individuals with disabilities served in segregated day placements. However, the author notes that supported employment wages still lag, and that the service "will need to secure positions in the community that "pay above minimum wage and allow supported employees to earn a livable wage. Cimera, R. (2010). Supported Employment's Cost-Efficiency to Taxpayers: 2002 to 2007, Research and Practice for Persons with Severe Disabilities, Vol. 34, No. 2., pp. 13-20."
Learn about ....

BOTH SIDES NOW
What’s all the talk about EBPs?

- Evidence-Based
- Best-Practice
- Demonstration Initiatives
- Competencies
- Knowledge, Skills, Abilities
- Communities of Practice/Excellence
- Scalable, Fundable, Measurable
Why be Concerned with EBPs in the first place? What’s changing?
Remember the GAO report from June 2012? *Employment EBPs address every issue raised!*

- IPS SE
- Customized Employment
- Collaboration
- Evidence-based
- Consistent approach
- Metrics-based
- Outcomes-based
- Return-on-Investment
Federal Financing of IPS-SE and Customized Employment

• Federal Financing of Supported Employment and Customized Employment for People with Mental Illnesses: Final Report – February 2011

• Office of Disability, Aging and Long-Term Care Policy Office of the Assistant Secretary for Planning and Evaluation U.S. Department of Health and Human Services
Individual Placement and Support (IPS) and Customized Employment (CE). This review comes with the recognition that the federal financing of employment services for people with serious mental illness is a shared responsibility across multiple federal agencies, including the U.S. Social Security Administration (SSA), the HHS Centers for Medicare and Medicaid Services (CMS), the HHS Substance Abuse and Mental Health Services Administration (SAMHSA), the U.S. Department of Education (ED) Rehabilitation Services Administration, the U.S. Department of Veterans Affairs, and the U.S. Department of Labor (DOL).
Over the past two decades, substantial attention has been devoted to understanding the poor employment rates of people with serious mental illness and to improving them. However, two employment models developed independently during these years have demonstrated particular success in helping people with a serious mental illness get jobs. The IPS model of supported employment (SE) developed by Drake and Becker (1996) has a strong body of experimental evidence showing that it is effective in helping people with serious mental illness get jobs. CE, a more recent but conceptually convergent employment model has also demonstrated success in assisting people with serious mental illness obtain jobs. Developed and fostered by the DOL (Federal Register, 2002) over the past decade, CE has been less rigorously tested than has IPS.
Based on the review of four states’ experiences, it is clear that the coordination of state agencies including mental health/IDD, VR, and Medicaid, is particularly vital in organizing a viable and successful plan for funding IPS and CE services.
So....

WHAT'S THE POINT?
We have to...

• Understand the two approaches
• Comprehend that “models” don’t get people jobs, but “tools” do!
• Use parts of the two approaches
• Foster the KSAs associated with IPS/CE
• Align systems to engage IPS and CE on the local level.
Let’s take a look at the two approaches!
Customized and IPS Employment: More alike than different!

- Both approaches are rooted in really good Supported Employment.
- Traditionally, CE has meant “DD/ID” and IPS has meant “SPMI.” There’s no need for this delineation.
- Each approach has its own strengths.
- Let’s quickly look at the federal interest in these two approaches!
Federal Financing Report by Department of Health and Human Services

• The Federal Employment Workgroup on Disability commissioned a review of the federal financing mechanisms used by state agencies to implement the evidence-based employment models known as Individual Placement and Support (IPS) and Customized Employment (CE).

• Shared responsibility across multiple federal agencies, including the U.S. Social Security Administration (SSA), the HHS Centers for Medicare and Medicaid Services (CMS), the HHS Substance Abuse and Mental Health Services Administration (SAMHSA), the U.S. Department of Education (ED) Rehabilitation Services Administration, the U.S. Department of Veterans Affairs, and the U.S. Department of Labor (DOL).
Again, IPS and CE have lots in common!
Associated Core Principles (IPS)

- Eligibility is based upon “client” choice (Zero Exclusion)
- IPS supported employment services are closely integrated with mental health treatment services
- Competitive jobs are the goal
- Employer contact begins rapidly after a “person” enter the program (30 days)
- Employment specialists build relationships with employers based upon a person’s job interests (6 face-to-face with employers a week)
- Individual preferences are honored
- Job supports are continuous
- Benefits planning (work incentives planning) is offered to all individuals who receive entitlements.
Customized Employment
Core Principles

- Six core principles, including the following:
  1. Negotiation with employers
  2. Customized job tasks
  3. Person-centered services
  4. Focused on strengths
  5. Discovery
  6. Driven by a CE team, using creative employer engagement ("Casual Job Development")
Evidence-Based Supported Employment

• More than clinical trials
• Return-on-investment
• Consumers want to work
• Funders need approaches that produce real outcomes
• Organizations must be “good stewards” of public dollars
• “Day wasting” is not an outcome that taxpayers want to underwrite
Why Evidence-Based Supported Employment

• Job seekers are three times as likely to find employment using the IPS approach (model sounds too static)

• Dr. Robert Cimera found that people in supported employment (working, that is) return to taxpayers over $3,000 per year.

• What other “intervention” can boast that kind of ROI (Return on Investment)?

• There are “federal” reasons as well. We’ll get to those later.
EBPs and Promising Practices

• The goal of an EBP is the integration of:
  – clinical expertise/expert opinion
  – external scientific evidence, and
  – consumer/customer values to provide high-quality services reflecting the interests, values, needs, and choices of the individuals we serve.

**Over the last decade, special education professionals have been asked to use EBPs.
Evidence-Based Practices
- Are based on rigorous research designs
- Have demonstrated a record of success for improving student outcomes
- Have undergone systematic review process using quality indicators to evaluate level of evidence

Research-Based Practices
- Are based on rigorous research designs
- Have demonstrated a record of success for improving student outcomes

Promising Practices
- Are based on research
- Have demonstrated limited success
- Have used a ‘weak’ research design

Unestablished Practices
- Are not based on research
- Have no data to support effectiveness
- Based on anecdotal evidence and/or professional judgment
EBPs look like this:

- Outcomes
- Client-driven
- Fidelity to the approach
- External Studies that back up approach
- Evidence-based approach
IPS as an EBP looks like this:

- IPS approach
- Person-centered
- Employment outcomes
- Fidelity to IPS
  - Improve, improve, improve
Shared Competencies of CE and IPS

• Person-Centered Planning
• Facilitation of Employer Engagement
• Ability to use Teams to Address Supports (CE Team and/or Tx Team)
• Negotiation Skills (both with employer and other parts of the team)
• Understanding of data use (in Discovery and IPS/CE processes)
Distilled from the input of numerous experts in the field, the diagram below illustrates the four CE components and the nine competencies needed by employment specialists and the CE support team to successfully provide CE services to job seekers.

**Customized Employment Competency Model**

**CE Components**
- Discovery
- Job Search Planning
- Job Development and Negotiation
- Post-Employment Support

**CE Competencies**
- Planning and Organizing
- Positive and Open Approach to Life
- Communicating with Others
- Customized Job Development
- Collecting, Interpreting, and Using Information
- CE Components and Process
- Business Networking
- Business and Employment Practices
- Respecting and Relating to Others
- Successful Customized Employment Specialist
CE Tools that Help Boost IPS Fidelity
There are several CE tools that will help improve fidelity to the IPS approach...

- Discovery, and more specifically, an approach developed by Cary Griffin and Dave Hammis called Discovering Personal Genius™ *(Impacts the IPS principle of Consumer Preferences)*
- And a tool from CE called the 30 Day Action Plan *(Impacts the IPS principle of Rapid Placement)*
- Informational Interviews *(Impacts the Principle of Employer Engagement)*
The What, Why, When and Where of Consumer Preferences in IPS

• We all have preferences.
• When specific likes and dislikes are explored, job fit becomes more than a wish list.
• Paying attention to preferences can reduce employment barriers.
• Preferences are more than just work hours and job duties.
• Long term supports can be reduced if the job fit is seriously explored.
• Often, labor trends are taken more seriously than consumer preferences (i.e. individualization and customization is necessary to deliver on preferences).
When to focus on consumer preferences...

• Obviously, any job development efforts must start with preferences.
• Coordination with multiple partners, both inside and outside of the treatment team, should focus on preferences.
• Multiple settings are necessary to reveal likes and dislikes (i.e. we are different in varied environments).
• Therefore, the timing of discovering consumer preferences is inherently linked with “where” the activity occurs over time.
• Whenever possible, preferences should be the basis of all mental health intake/assessment activities.
How to explore preferences
The principle of consumer preferences...

“Employment specialists and mental health practitioners provide help with work, based upon client preferences for type of career, client strengths, preferences for supports, desires for specific work schedules, preferences about sharing disability information with employers, and so forth.”

----Dartmouth, IPS

• Question: What CE tools can be used to ensure we are focusing on preferences?
Tools to ensure a focus on consumer preferences

• There are numerous ways to determine preferences.
• These tools range from simple Q and A to more involved practices.
• Most of us don’t share much through “yes” and “no” questions, but it’s an okay place to start.
• Traditional vocational assessments don’t assume employability.
• Through this continuum, there are multiple points where MH staff, peers, and SE specialists can collaborate.
Four Phases of Customized Employment

Assessment (Discovering Personal Genius) → Lists of 20 → Employment (Linking Discovery and Job Development) → Assuring Employment Supports

Ongoing Support and Career Development → Logistics
A specific tool: Discovering Personal Genius™ and the Power of 3 Vocational Themes™

• Discovering Personal Genius (DPG) is a tool developed by Griffin-Hammis Associates to specifically investigate consumer preferences that leads to creative job development.
• DPG is rooted in the process of person-centered planning.
• This tool is not merely a form with check-offs.
• DPG works very well for people with multiple barriers to employment, such as moving to the community from an institution, or for those with little or no employment background.
• DPG follows a team model, meaning it cannot be done in isolation, but rather in collaboration with other MH supports.
Vocational Themes...
**Team Process Chart**

**Learning**
- Week One: Intake, Introduce, Interview Individual re: Discovery; Develop initial small Team of Stakeholders

**Forming & Storming**
- Week Two: 1st Draft Discovery Timeline/Plan; Conduct Home Visit & Initial Discovery Activities

**Norming**
- Week 3: Formalize Discovery Plan & Timeline; Arrange & Schedule activities; Expand Team Membership to include family, friends, experts including business people, fellow hobbyists, et al. as team members or "consultants;” Financial review, work incentives potential, benefits analysis, referrals to VR, et al.

**Performing**
- Weeks 4 & 5: Identify thru action: Skills, Talents, Activities, Significant People & Places. Initial Informational Interviews & Work Experiences, Synthesize: Ecological fit, Begin developing the 3 Vocational Themes, sketch out the Ideal Conditions...

**Doing**
- Weeks 6 & 7: Wrap up Work Experiences & Informational Interviews; Complete DPG Staging Record; Write Employment Seeker Profile; Transition to Job Development (Lists of 20, etc.)
DPG Flow...

- Home & Neighborhood Visits (*Smooth Listening*)
- Interviewing Others
- Skill & Task Observation in Multiple Environments
- Informational Interviews used in DPG and Job Development
- “Divining” the Vocational Themes
- Discovery Staging Record (DSR) or Voc Profile
- Career Plan Development with the Lists of 20

Griffin-Hammis Associates
A 30-Day Placement Plan is one tool that can be used in finding and getting a job. Breaking the job search down into a series of small, well-defined activities gives the job seeker a sense of empowerment over the direction of the job search and a sense of accomplishment when each task is completed. Further, the 30-Day plan is an effective way to track progress towards the overall goal of customized employment.
30 Day Action Plan

- A 30-Day Placement Plan is an individualized guide for finding employment that is updated in one-month increments. The plan includes tasks to be accomplished each month, due dates, and who is responsible for completing the tasks. Every thirty days, the plan is updated with new tasks for the upcoming month. The job seeker, anyone in his/her support network (i.e. family, friends, other professionals), and the primary employment support resource (e.g. employment specialist, One Stop navigator, job coach) should all be involved in the writing and implementation of the plan.
Most agencies that provide employment supports for people with disabilities require all job seekers to have a written plan for finding a job. These plans have many different names, such as an Individual Service Plan, Treatment Plan, Individual Plan for Employment or Individual Placement Plan. This type of plan usually includes a general statement about what type of job the job seeker wants and some general steps on how the job placement will be accomplished. The plan typically does not give step-by-step directions towards finding a job where responsibilities are assigned and expected completion dates noted. As a result, this type of plan frequently focuses too heavily on the service that the agency will provide rather than the action steps needed to successfully complete the job search process.
The advantages of using a 30-day Placement Plan for job seekers include:

- Having the job seeker and his/her support network actively involved in the job search;
- Having the job seeker feel a sense of accomplishment each month, even if a job has not been found yet.
- Keeping everyone on track and focused on the job search;
- Making sure that tasks are accomplished each week towards finding a job;
30 day Action Plan and Team Integration

• The job seeker must be actively involved as much as possible in the job placement process and must share the responsibility for finding employment. A 30-Day Placement Plan is one way to ensure that this individual is in agreement with all aspects of the job search. The more involvement the job seeker has in every aspect of the job search, the greater the investment she/he will have in finding the right job.

• Since the majority of people find jobs through networking, writing a 30-day plan is a team effort. The job seeker, her/his support network, and the employment specialist can all be involved in writing and implementing the plan. If the only people involved in the plan are the job seeker and the employment specialist, the potential contribution of the support network is lost and a longer time may be needed to accomplish the main goal of finding a job.

• Involving the support network in the plan does not mean that everyone needs to participate in a formal meeting, however. Each time the plan is updated, the job seeker can identify people who may be able to help accomplish the tasks outlined for that month. For example, a job seeker might ask a sibling to assist in writing a resume or in driving them around their neighborhood to identify businesses in their area.
Where to find the CE 30 Day Action Plan Tool

Informational Interviews

- A CE technique that increases employer engagement, produces greater outcomes related to consumer preferences, and provides opportunities to support employer needs.
Small Businesses and Informational Interviews: Greater Reciprocity

- HR departments are usually not stand-alone entities.
- They tend to be way more flexible and therefore provide greater opportunities for negotiations.
- Small businesses have needs that larger ones do not, and we can HELP more.
- Job descriptions are by nature more fluid, and are much less “title-driven” and provide greater opportunities for cost savings.
Even so...

- Small Businesses still expect to be treated with professionalism.
- They are open to new approaches and ideas if sufficient time has been spent engaging them and “buying” from them.
- Remember, small business owners could likely be making more money working for a larger company, so they are by trade and choice, individuals with vision and passion.
- But you need to make sure it’s about more than just a job.
- How?
Engagement Once You’re On-site

• What product or service do you currently not provide that you would like to provide?
People come together over shared interests.
Asking about needs other than “job openings”

• What resources are needed to provide this service or product?
More questions to engage employers:

What makes your work flow more smoothly?
Listen for:

• Tasks that slow down the process.
• Phrases that indicate a clog: “we all pitch in on…” “this isn’t in anyone’s job description, it just has to get done.”
• After listening to work flow issues, ask to see the task or tasks being performed.
• When possible, observe and take notes, ask more questions.
• Remember, small businesses often are too busy staying afloat to have the time to analyze a specific work flow issue, but they do know about it!
Other questions around employer engagement:

- What is currently not getting done?
- This may sound like a work flow issue, but take some time to think of it in another way.
- Flow has to do with current jobs/tasks etc.
- While “things that are not getting done” could be more marketing, creating a community presence, keeping a warehouse organized, surveying existing employees about job satisfaction, and so on...
- The point is, the list goes on and on, but you have to ask, and listen, and ask again. That’s why social capital is SO important.
Social Capital

Robert Putnam defines Social Capital as “the social networks and the norms of trustworthiness and reciprocity that arise from them.”
Social Capital

• “The goodwill and reciprocity inherent in relationships”
• Knowing others and sharing their interests, neighborhoods, cultures, ideals and values
• Social Capital is the underlayment of networking – purposeful connection to others for mutual gain
The 3 Social Capital-Building Questions you Should ask All Employers:

• What are you most proud of with your business?
• How are you making innovations to your business?
• Who is leading the charge of innovation and improvements?
• These questions allow for a complete focus on the business owner. It’s what they’ll remember most about your interactions! And, you’ll get asked back!
Job Develop Up the Supply Chain

Goat Farm: Milking, care, cleanliness, health & safety, feeding, maintenance, breeding, farm tasks...

Cheese Making: Cleanliness, chemistry, measuring, cooking, portioning, packing, B2B sales/service

Wholesaler Level: Pack boxes, value added processing, logistics, transport, customer Service...

Related Careers: Growing grain, farming, weaving, butchering, cooking, veterinary, ranching, farm/ranch maintenance...

Retail: Opening boxes, bagging, chasing carts

The Individual is the source of Employment Information, Not the Labor Market

Cary Griffin
Leading on Rapid Job Placement

“I attended the leadership conference. Now I’m following everything they recommended.”
Tips for Improving Employer Engagement

• Spend more time face-to-face with businesses.
• Find a simple way to track employer contacts that is not cumbersome, but useful.
• Decide upon a Performance Improvement Feedback Loop.
• Share this information with stakeholders (VR, WIA, other employment programs)
• If alone, team up. De-brief. (This is a great tool!)
Tips for Improving Employer Engagement

• Look for ways to connect with civic committees.
• Schedule informational interview activities into your week. (If it isn’t scheduled it gets pushed to the back burner!)
• Track Employer Contacts for a month, then analyze the results with the team. Re-define “contact” to connect in a deeper way with the community.
• Set up an internal scenario to ask a specific department about its needs (using the questions from earlier in the presentation)
Remember these CE Tools
Support IPS-SE Principles

• Discovery, and more specifically, an approach developed by Cary Griffin and Dave Hammis called Discovering Personal Genius™
  *(Impacts the IPS principle of Consumer Preferences)*

• And a tool from CE called the 30 Day Action Plan
  *(Impacts the IPS principle of Rapid Placement)*

• Informational Interviews
  *(Impacts the Principle of Employer Engagement)*
Time for a dynamic discussion!

• Let’s hear from our Community of Excellence!

“"We are what we repeatedly do. Excellence, therefore, is not an act but a habit.""

~Aristotle