

**Event ID:** 2351878

**Event Started:** 6/11/2014 11:16:39 AM ET

---

Please stand by for realtime captions.

---

Back to our group. Just to remind everybody that they can send us comments or questions in the question box or if you are by phone only be sure to give us an e-mail at UNC an e-mail@UNC.edu. You can also be sure you are registered or if you -- if there is a group of you sharing this call be sure and send us your name so we know you are on the call and registered and received the credit for this webinar. That is it for some organizational stuff. I was fixed today is Terry Griffin who is a senior partner at Hannah and Associates. He manages 200 projects nationally on customizing permit. I've known Terry for the past -- since the late 80s. He came to Texas quite a bit and helping us with employment and customized [ Indiscernible ] in the employment first. We are glad to have you on board. You have so much information that we use in our courses on discovery and launching into this if you -- you have your PowerPoint. Let's get it going.

---

Thanks. It's over scored -- good to hear your voice and for those of you in Texas know what a wonderful person you have indoor rain. Somebody who has worked for values with family and friends and has been a tireless advocate for employment. Plushy is a pretty good fly fisher woman -- five Fisher woman. She has some great stuff that we worked with for many years. Now works with [ Indiscernible ] at UNC. Martha has been helpful to me in getting some stuff done. New certificate programs and whatnot. It's always nice and humbling to be able to work with the fine folks in Texas. As Noreen mentioned I was out of the country. I was in the country last week but in the far reaches of the South Pacific last week. I had about eight takeoffs and landings. At one point was in a cloud of volcanic dust. It kind of affected my throat. So I'm overcoming be inhaling of volcanic gases. So I'm going to hope that my voice last and the dogs don't make too much noise today. Our company suffered -- and never fails that as soon as I start the dogs somehow find their way back into the house and start barking. Anyway Griffin Hammond and Associates -- we run a national consulting firm. We have about 12 offices scattered around the United States and we have a number of employment projects going on at any given time. Implementation of employment first two small business development. It something that we do in Texas. We have a contract with rehabilitation there. And a lot of good customized employment implementation. We are also across disability organization. If you have questions about working with folks with traumatic rain injury or a veteran returning with PTSD we work with those groups as well and adolescents with autism or adults with autism. Folks with psychiatric disabilities that we use customized employment purchase with. As you may have heard Bob is monitoring this and doing a teleconference this morning. Obviously had his microphone on so you are hearing part of his discussion. But he may join us later as soon as that finishes up. He's talking with a group in Ontario Canada where we worked through a lot. Today we will talk about discovery and the assessment process. We call it discovering personal genius. We do it differently. Over the years it worked separately. We can date the first inklings of what discovery was going to look like back to a manual that Dave and I wrote in 1986 and published which was based in person centered career planning. It's funny that same year in 1996 Mike

Callahan published a manual on the vocational profile which also had the elements of discovery in it. And then other people like [ Indiscernible ] with the University of Montana were looking at transcending back in Maryland. We have worked together over the years to share information and how things work. To cobble together our versions of discovery. They are very similar. I wouldn't say that ours differs in the idea of vocational themes which I will talk about. And Bob will certainly come back to the next part. Also what we sought very early on in discovery is like people were making a career out of it. We work with a lot of vocational rehabilitation agencies around the country and of course those are time limited services. We basically said we have got to have a line in the sand and a place where we know that it's safe to stop discovery because discovery is not about knowing everything there is to know about a person. It is knowing enough about a person to get them engaged in the workforce in a job that matches who they are and leads to advancement or better job. So keep that in the back of your brain that that is really important. What we found over the years is it costs no more to get a good job Benitez to get a bow job. We want to give people their jobs. A good job is a job that matches who the person is. Pretty simple definition. Please feel free to type in questions as we go. Noreen will stop me along the way and I will answer questions if we need to. I know this material in a not so I don't have to get to everything today. Bob will pick up where I stop. We want to make sure you are clear on the approach. If you look broadly at rehabilitation and if we look at in particular employment and I've been doing employment now for about 37 years so I'm an old guy. Most of what we've done in the past has been couched in this idea of charity and charity is okay. One of the things that we know from the hundreds and hundreds of employers that we talk to over the years because I always and I staff is always good about asking subtle and naïve questions when working with employers and we work with employers every week in the field. We asked them about hiring people and one of the things they tell us is it makes us feel good. When we hire people with disabilities. That is not why I hire people with disabilities. As a job developer an employment specialist you want people to feel good about the people they hire. That is an added benefit. You can't go when and say give this person a chance. Those of us who are in business -- my mortgage broker doesn't care how nice a guy I am. That I gave somebody a chance. What they care about is that I pay my bill this month. Even though we are not hard-core mercenaries about our businesses we still have to make good hiring decisions. And if I hire somebody who does not perform first of all I have to fire them or discipline them and that takes time away from the thousand other things I have to do. It makes me look bad and people start to doubt my judgment. And it just backs from everybody else's posterity. So charity is not what we want. What we want to do is match people's skills and the tasks they can do or learn to a potential -- a workplace environment. Again, we want to make people feel good about hiring but that's not how we go when. I know that you have been in staff things one meetings where somebody has said I just was -- wish they would give Roger a chance. That the charity statement. We are not in business to give people chances but in business to feed our families and make sure that our kids go to college and to make sure we can make our mortgage payment. And we are really happy when we can create jobs. Having said that in the hundreds of employers that we worked with over the years one of the subtle questions that I will ask a business owner and I'm not necessarily talking about somebody who works at the mid-level manager at General Electric or IBM. We worked with but most of our work is a small business. I will explain that later as Bob will. When we have been writing [ Indiscernible ] as a manager or as an owner preferably they tell us that this is a business that matches my skills and interests and also I go to work every day to feed my family and to make sure my family prospers. And the thing that the other motivator like the never three

motivator is usually something like that. I do this so that I can get back to my community. And we ask how does running a business give back to your community. Well I create well. It creates jobs. When I create a job for somebody it makes me feel good. When that staff person is able to buy a home and send their kid to college or buy a new car it makes me feel awfully good like I played a role in that. That's an awfully great thing. What employers are telling you is they want to create employment. What we want them to do is create employment. We have all this common ground to go forth on and sometimes we miss that. We're in the same game. It is just sometimes we have different motivators and we have different information about people with disabilities than employers do. So part of discovery is making sure that we are linking up people with similar themes. Because we hire people like us. We hire people who share similar interests and baselevel skills and we like doing the same tasks or have similar -- similar tasks in our experience. If you have ever been a musician. When you are around other musicians is they teach you what they know. They want to be around you and the relationship is based on common interests. Whether your spouse or your best friend or whatever. People you hang out with come together over shared interests and they aren't enough to get a job run -- job from. We had to add in ideas of themes and skills and tasks. Keep that in the back of your brain. Discovery and customize employment begin with the premise that everyone can work. Once you given up on one person you are done. This doesn't mean that you're going to be smart enough to get everybody a job. Lord knows I'm not. I work with a guy right now who lives in his family basement. He has a short trigger and he's in a lot of pain from medical issues. He is also on the autism spectrum. He has a lot of strengths -- strikes against him. I have no idea. I have no idea yet what he's going to do but I am starting to [ Indiscernible ] things with his team. He likes to put things together. He may only attempt at the 30 seconds write-down before he is distracted by something else but people have a lot to offer. You just have to figure it out. So not giving up on people is a really great way to go at it and just admit that discovery and job development work best when it's a team approach and when there are a number of different eyes and ears and brains looking at the problem. As we talked through discovery one person does not do discovery. If you of one person doing discovery it is not discovery. You have to have different folks involved so you get a really good picture of the person is. Discovery is the basis of employment planning. We use it to set up some of the things that [ Indiscernible ] will talk about. A list of 20 is a list of 20 nonredundant places in your community except -- accessible to the job speaker where the career makes sense. So places where people with similar themes and similar skills and do similar tasks and places where they work. 20 of those places you will get pretty far in your job development training. Or I'm sorry, job development planning. Discovery and employment plan is driven by the applicant strengths and needs and interests. Conditions of employment are this things that we all think about. Can I get to work. What hours are my -- am I going to work. Will I make enough money to live on. What kind of work environment is it. Emma outdoors or indoors. Is it cold or hot. Is the boss a jerk. Our people like me around a. Does it make cultural sense for me. Is it a place where my talents are appreciated. All of those types of things become conditions of employment. And they have a broad range of what they might be. My conditions of employment is I get to work for my house. That I don't have to have a staff around me all day long. That I can work independently. Also that I don't have a boss breathing down my neck that I can be self-managed. And that quite frankly I can be in control. I'm a real team player as long as I am in charge of the team. So all of those are conditions of employment. We all have those. Our challenges to create lasting satisfied person directed employment on the confines of traditional job development. So in customize employment it is basically a throwing off of the old competitive models.

Competitive or comparative. Comparative testing. We would not use that. Discover is about one person at a time and not based on IQ or standardized testing. Not based on interest inventories. It is based on who is this person at this time right now. Not who is this person going to be in the future. Not what percentile of the IQ range does this person fall into. Not how fast they can put something together or take something apart. It is none of those things. So the other part of this is even supportive employment which is in the rehab act still called competitive performance employment, what we're looking at is a noncompetitive approach which means that your old model of what we would call retail job development -- you go out to six box stores today. Target and Walmart and Home Depot and Lowe's and McDonald's and nothing wrong with those companies. It's not how we do this. If you are going out doing those things and asking for applications and filling those out and maybe getting an interview, that's not job development. That is job finding. It may wear you out every day. That is what we call retail job development. They have to let you in because their doors are ever closed. There's no real trick to that other than every once in a while you get lucky and somebody gets through the system. What typically happens for people with the most significant disabilities or the most significant barriers to employment and that is who we are talking about today. We're not talking about people who are in job placement programs but people who are generally labeled under -- unapproachable or not ready for employment or folks who face multiple barriers to employment. Folks like that do not get through the competitive or comparative system. If you apply as an associate at Walmart and one Apple [ Indiscernible ] uses a wheelchair and one doesn't, I can tell you that the person without the wheelchair gets the job almost every time. And so the way we go around that is twofold. One is go around the system and use approaches where you get to the employer and to the actual decision-maker rather than going through human resources. Human resources job is to keep you out and we have all been to the box stores. The HR departments know what job developers are. They understand support employment. Why do we keep going to those places. I must discovery has taken you there and I can tell you that doing several hundred discovery profiles I've almost never been taken to a box store by that information. The other pieces this idea of circumventing this whole process and going to small business. If we look at statistically where the jobs are yes, big business employees millions of people. We know that. But if we look at a local [ Indiscernible ] there are about 37 million businesses in the United States. Right that down. There are only 38,000 businesses with more than 500 employees. So you got dirty 6.9 or whatever it is minimum businesses with fewer than 500 employees but everybody goes to the businesses with more than 500 employees. Statistically that is not. -- that is not -- nuts.

---

The 2 million of those businesses are single owner operated businesses. They have no employees. That doesn't mean that they will hire people. The hire contract labor and subcontractors. Which okay so we come in as part of the supply chain this contract labor may be part-time labor or as a small business selling them a sewer -- a service. 22 million of those businesses where we create a job because those 22 million businesses need help. They are undercapitalized generally meaning they need equipment and people doing things with that equipment. So that would be a resource ownership strategy. Where we would make sure that a person had tools or a piece of technology or specialized training that makes them employable. Part of customize employment is creating new jobs that satisfied the unmet needs of customers and coworkers or the employer himself or herself. There are 11 million businesses with one the 19 employees. -- 1-19 employees. And there is that 20 to 499 employee group. What we are looking for of course are artisan no businesses. Businesses where people know how to deliver a

service or create a product and sell it. Those are the businesses where -- where you learn staff and when you apply for a job you are talking to the decision-maker. Police to work with IBM you would go through three or four levels of HR before you ever talked to somebody who actually knew something about computers which is why you are usually [ Indiscernible ] at IBM. So we want to connect right away on a personal level and statistically we have 36 million businesses to choose from versus 38,000 where all the job developers are hiding already. Again, statistically, we want to move on. Discovery and again Bob will fill in some of the blanks here. It's a huge topic. Our general intro to discovery is two or three days long and then we would work with you on everything we do and customize employment. It comes back to the foundation of discovery. Part of where we start with discovery is we start in the home. Where the person lives if we can get permission to go visit their parents or themselves. We start there. We start with this process that we call smoothness and -- smooth listening. That is so often in the past when we have worked with people if we ever did a home visit we had a list of questions we had to get through and had to ask and of course everybody then falls into line. The pressure -- professionals here have the answers and we have to get them the right clues and they will figure it out. And so we want to understand that first of all we can't come in and interrogate the way we have in the past. That is not going to work. We have to act as guests. This takes a certain amount of practice which you can do at home. What we talk about is not firing a bunch of questions that people because soon that she generates -- degenerates into yes or no and you don't learn anything. The folks you are visiting already think that if they give you the right information to solve the problem but that is not true. You will do this with the team and there is no silver bullet. There is no this is what is all but problem for me. You have to have a discussion and a conversation that allows us to learn bits and pieces of important stuff. We don't know what's going to be important so we don't have the right questions. But generally what I would do is if I was working with an individual without the family we will live in the most -- we will do activities that exhibit the person skills and tasks and the probable themes they have. And yes, we may or may not have discussions depending on that person's functioning or whether they have global language. The degree to which they need discovery. If I'm working with a veteran with a service related disability returning from Iraq who has been through Army training and who was a diesel mechanic before they left and still wants to do things that relate to transportation, they are not going back to that part of discovery. We will focus on the conditions of employment. We already know that they have the set of skills that they can do these tasks. Now we want to know who they want to work around and under what conditions. Do they want to travel or be in one place or work day shift or night shift. Do they want to work on particular kinds of vehicles. Is it heavy equipment or Mercedes-Benz diesel cars. Again, we have to figure that stuff out. The conditions are important to grasp. We are not going back to discovery and we don't have to discover [ Indiscernible ]. Some of -- somebody needs to mute their phone. We are hearing a phone ring. Whoever is phone just rang you need to mute your microphone please.

---

We have a question that came in.

---

It's a reference to the discussion regarding the team. The question is about where you have the team where there are no natural supports that everyone involved is an agency person.

---

What is the question?

---

How do you create natural support?

---

If there's nobody else in that person's life then that is where you start. And hopefully maybe you can deputize somebody down the road. But again that would tell us something right away about the barriers to employment that this person has no friends they have no relatives involved. Those are terrible barriers to employment because in most of our lives our family and friends are our support. They keep us sane. They help us with job connections. My first job I think my dad helped me get. I was very young. I had a lot of jobs over the years and I provide -- and I had other people telling me if there was a job. Teams can be made up of professionals. It's kind of an indicator of how sad and how detached from the community people are and what our services have done to people and that somehow we have erected a parallel system. At the detriment of the people we serve and there is nobody natural in their lives. That is profoundly sad I think. I hope that helps. And again, in our system we are good about working in committees. We are terrible and working in teams. A committee is where we all come together and represent who we are and we protect our ratchet and our job description and all that stuff. But in 18 you let that go and you say I'm going to do what I can to achieve a common goal. So most agencies and Fortune 500 agencies in my career, -- 500 agencies in my career, I found only a few of them that were team-based. One of those was in Texas. I never abuse ago one of the first -- a number of years ago in Texas. There -- their name shall remain protected. As we go into the smooth listening the idea when you do a home visit is to shut up and tell people I'm not going to talk much. That is not my role. I would like for you to tell me about your son or daughter and they will say what you want to know and I will say I don't know. Tell me that your son or daughter growing up. And people will generally talk for about a minute and because we are all the light we generally stop and we are also cute dependent -- q dependent. People will be quiet and if you are quiet and don't react to that people will generally start talking again. Silence is approval. Or you can say go on. Something like that. I choose not to write anything down. I don't go into my cell phone or with anything to write on. Not that I am disrespectful or I don't want to remember things but I can remember until I get to my car. The point is is that if I am writing stuff down the person talking things the last thing they said was the important thing and it will stop the conversation and they will start talking about that thing. It will direct the conversation. If somebody mentioned they went to Las Vegas on vacation and I write that down that we will hear about every vacation they've ever been on. Where is -- whereas that may or may not have been where that conversation was going. Don't move the conversation. Listen to the conversation. Reassure people that your job is not to talk. Your job is to listen and shut up and to be respectful. And it's a very powerful strategy that other people don't use and I think it makes the home visit very different for us. If we get stuck or if I'm trying to prompt the family into action a lot of times we will work with a transition issue and we find out we are [ Indiscernible ] because the chores are cumbersome for the parents. Sometimes they are both working jobs and they have other kids. You have to set the expectation without expectation. Nothing happens. We have to have the expectation. Expectancy series are a big deal and job development. If I'm in a house I want to ask you kindly about the chores. Tell me about the chores they do around the house. Because I want them taking out the trash in helping with mowing the lawn and weeding the garden and cooking dinner. And 18-year-old who has ever had a paid job and an 18-year-old who has never earned [ Indiscernible ] or wash the car or mow the lawn or used a break or clean the bathtub or cooked a Friday. That is pitiful. We have to help people figure that stuff out because jobs consist of skills that allow us to do tasks. If we can't do tasks there is not much of a job for a person. So we want

to make sure that kids are learning -- that they can crawl around the living room. So very important. Every once in a while we will learn something about families celebrations and holidays. I worked with the young lady in Yuma Arizona and went to her house. She dropped out of the day treatment and was very depressed. She had a psychiatric disability. We went to her house and found this whole other person who her parents if she wasn't [ Indiscernible ] as they expected her to be contributing so she was cleaning the house and cooking lunch. For family celebrations over the years when they went back to Mexico for family reunions she and her mom had designed and sewn traditional Mexican party dresses. And so we found out by asking permission. In the bedroom a lot of times that is where you surround yourself with stuff. You own the stuff and gravitate towards the stuff you like. In her bedroom we found the dresses in the closet. Right away we found out she can so. She doesn't so really well but she cuts out patterns and she can put stuff together. She can use a sewing machine. Those skills are important because we can get a job based on those skills. And we find that while this is part of a fashion theme she has -- a theme is not a job description. This is one of the hardest thing for people to quit doing is [ Indiscernible ] and then try to get at what job they should do. Thinking and job descriptions is just a dead-end because you don't know of all the jobs that people do. You only -- you see maybe 20% of the world just like you only see 20% of a person if you are only meeting them in program. There are unlimited ways to make a living in the world and we know that there's a limited vision because I can go into any town in the United States and any grocery store and I can guarantee you there's a person with down syndrome packing groceries. That is pitiful. That tells us we are not doing their jobs. With that what some people call dirty jobs. Dad and -- del -- Dull is the word I was looking for.

---

I want to get back to the thing about skills and chores. Something that we are trying to work out here in Minnesota with our friends at [ Indiscernible ] Minnesota is trying to hold some workshops for parents using systematic instruction techniques. I met a mother of a young woman last year sometime and we were talking about employment and she looked at me and said my daughter can't do anything. And I thought what? How is that. If we were able to give parents a little more tools to help their kids who have a hard time learning learn how to do stuff and visible things you are talking about, that starts to build that process. So it helps with expectation as well. And just to go back and talk about the theme in peace. -- the theme peace. I was at a meeting in Minnesota and I did a presentation on customized employment. Afterwords the man came up to talk to me who happens to be a teacher. He said I really like what you are talking about that I have a dilemma. He said I work with kids and many are high school and many have a higher opinion of themselves. I thought that's like every high school kid. I said what is the dilemma. He said there is this one young man who happens to be on the [ Indiscernible ] autism spectrum in the he wants to be a structural engineer. I asked him what is the dilemma. And he said well he has no math skills. I said okay. What is the dilemma? And so he said I don't know whether to encourage him or discourage him. What do you think I should do. And all I said to him was have you talk -- talk to a structural engineer. You don't know what they do. You think you know what they do. But they don't know you don't know. And this young man thinks he knows. He probably doesn't know. We talked -- if you talk to him maybe you will find out or find other things connected to that. That is using that process of it starting -- a study going straight line you will find out about what happens.

---

Thanks, Bob. What discovery does is it let's us know what these people -- themes people have. These themes are derived through a series of activities and going out and doing things which I will show you examples. And finding out who else in the community has similar themes. Themes are bigger than interest. Their interests are important but we know from persons that are planning and the failure of that to get people jobs -- discovery is based on person centered planning. But most people are unemployed and that is because we haven't taken that connection of the FEMA out to the community where other people with similar themes work. Go where the FEMA --

---

Makes sense. No matter how limited the skills are if we can see something emerging using systematic instruction techniques we can teach people complex tasks. The interest has to be there and the instructional support needs to be there. So we find out about folks again and influential people who could join the team and help us with job development and getting us in. How do you warm-up a sales call. Use [ Indiscernible ] people. We use community action teams and active employer councils. Business leadership networks. Use a variety of ways. We use parents to get us into places where they spend money. Into the businesses they own or where siblings work. We use all of these connections and all of this connecting piece comes out of discovery. I'm going very fast. We have online classes on discovery that are deep-rooted. Go to our website and you will find them. Also in our books the job developer's handbook and the new edition of making some of the network. Both have chapters -- the newest book, making self employment were, has a good chapter on discovery point by point as a how to chapter. You can related to wage employment. This is the process for discovery. People want to know how long the discovery takes. These are the stages. Intake introduces concepts and discovery. Develop the initial support team and it doesn't mean that team isn't going to grow and change. We drafted discovery timeline and that is what are we going to do and when will we do it. Conduct a home visit and initial discovery activities. Discovery activity is something like if you aren't during the holidays it turns out this person cooks a little bit and you think there is interest there you want to figure out the skill. We will have them cook for you something they have cooked before. That may be as simple as making toast. That thousands of people would pay -- were paid to make toast this morning. They generally weren't paid to only make toast. But we have to get people in somewhere and then build on their skills. Most of us did not learn how to do carpentry on the first day. We started by hammering a nail into a board and then we learned about radio -- radial arm saws. So we can start the hammering the nail is a job. How good are you at creating that Hammer specialist. We formalized the discovery plan and the timeline and scheduled and arrange activities. Activities can be all kinds of things. We know we are doing that when we can take a picture of them and that picture shows somebody performing a task. That is the essence and that is what you want. You want to use this picture is especially for people who have no work history as a skills-based digital portfolio or digital resume. You don't want to write down a resume that has blanks on it or this person has never had a job but here's the resume. Or this person [ Indiscernible ] for five years and that is why there is a gap. Instead [ Indiscernible ] that shows a person's talents or whatever relates to the kind of job or the men -- theme they have. They can say this person has real skills. So you can see you will not go into an online application process because there is no where to show a potential hire had those pitchers. You will do this and small business. Business that you found by getting to know your community and by searching out where the FEMA makes sense. People say there aren't any jobs in my community. I live in a town of 900 people. There are 24 families on our road and their are 12 small

businesses on our road. And their businesses have sent their kids to college. There are no signs on the road to say their businesses here. You have to know this community to know there are people here and most of us hire people. So again, discovery is not only for the person but it is for us to get out to know our community. Again, stage IV we identify skills -- to identify skills. We conduct informational interviews. We call employers or we see them foyers and say at this stage I am working with a person who has an interest in emerging skills in aviation or transportation. So we are going to go around and talk to a few other successful people in the transportation field and you are one of them. Can we get 20 minutes with you to talk about your career and then could you give us some advice on this person's career plan. I'm not asking for a job because I'm not in job development yet. I'm in assessment. I call myself a career counselor. I asked for 20 minutes. I would this person to meet this other person as a human being across the table and we want to make it about the other person. The person who has the business. Prefer a business owner or business manager and not some bureaucrat in the middle of General Motors. That person doesn't hire or fire and that person doesn't know what it's like to own a business. They don't work in business but work in a bureaucracy. You can read about all the stuff. We have stuff on our website and we put things on our Facebook page. We are there to get information. If there is a match we will come back later but we try not to come back later. What we do is work that person supply chain that we want a whole lot about who they buy stuff from. This is something that we haven't done very well. Let's go back to that kid was found -- kid with down the germ -- kid with down syndrome who is backing groceries. Last week in Hawaii there was a person who had were bagging groceries at Safeway for nine years. This person was a success. The problem is their job hadn't changed in nine years. If you are good at backing they will keep you there forever. They won't advance your career. You will stay there. And so we want to make sure we are moving people on. Why don't people move from backing to produce the IT to the union butcher shop inside the grocery store. The reason why is we don't negotiate that. Secondly, if you are a good background -- bagger then the employer keeps you there. Whereas all of your coworkers and remember our coworkers are natural support. They have all moved on in 8 to 10 weeks which if we want natural support we don't want high turnover jobs because our natural support walks out the door. We want to rethink it. My guess is that a person is bagging groceries not because they have an agricultural theme or culinary theme or customer service been. What they have is somebody with hiring and let's put them in this job and that is noble work. It's good work. But probably not a match for that person. Let's say that person actually did have maybe this culinary arts theme. We can look at what is in the back. All those products that were grown locally. We can go up the supply chain. Where the skills are -- had been taken out of the product. By the time they are put in the bag all the stuff we need to learn is finished and we don't learn anything from that other than how to put it in a bag. Putting things in a bag usually doesn't get you a better job. You have to have career trajectory and people to help you move on.

---

One of the items in there that you are attracted to is art is an old cheese. We can go to the wholesaler that sold the grocery store that cheese. We could say where did you get your cheese. And by the way, you are buying 50 things and reselling them and repackaging them. When I was in middle school I worked for a food wholesaler and we made pickles and we made vinegar and we processed tomatoes and cucumbers and all kinds of things and sold them to local grocery stores. They were dealing with probably 30 different farmers and every one of those farmers if you have a culinary arts theme or agriculture theme there is potential employer. You don't have to work at the store. We can go to a farm where we may learn how to milk the goats and fix

tractors and clean the milk parlor. We can follow that she's up to the -- we can follow that she's -- cheese. that guy body his stainless steel -- by his stainless steel milk we can from that guy down the road. On and on. There are 30 or 40 other people in that person supply chain. We can go to the guy who is breeding the cows or goats. Go up the supply chain to a veterinarian and to somebody who is making leather hats or leather shoes and custom boots out of the cow hide. On and on there are all these connections. You don't have to be at the end of the production line. You could be up the production line where you learn skills and tasks. That is no harder than going to Safeway. And asking for an application and going through an interview.

---

In your stage for peace you were talking about a talking to somebody to get advice, we have started of actually calling that finding the knows. Finding someone who has a passion about what they do and somebody is a cheese maker they probably have a passion for making it. So they will be much more inclined to give somebody advice and tell them what it takes to get to it. I think there's another piece that related to the bagging groceries. Who does that. And I think there is a difference the tween kid jobs and adult jobs. We all had kid jobs. We started at 14 or 15 doing a job that you just did the job and you start to get some context about being an employee. You also start to pick up what you prefer to do versus what you don't want to do. Sometimes it's harder to tease out things for young people because they haven't had a lot of experiences. So one of the things in talking to work coordinators and school folks is get out of the five jobs you think that people can do and help people find jobs. They are all over the place. They don't have to be good at it when they are a kid. We all have those jobs and some of us were terrible at it and got the same job next year. But it gives you a sense of being able to compare things that -- you'll start to find some of those thematic things for young people. Particularly [ Indiscernible ] example about what is in the bag of groceries that somebody gravitates towards. Those are clues you want to pay attention to.

---

When I had early jobs -- i'm working with two school districts right now. When I was a kid growing up and I know that it's a different generation now. I go to Los Angeles and they look to me like I'm nuts when I suggested people might have weekend jobs or afterschool jobs. That that is not [ Indiscernible ] in Cincinnati. I went to work after school for a guy who restored model a Fords. I didn't know anything about it. He taught me how to do that. And within a year he taught me how to rebuild engines and how to weld and how to do all kinds of stuff that I still do today. And he paid me. He didn't suggest that I had unpaid volunteer experience. And community enrichment. I got paid. Unpaid work in our family was called punishment. And Billy quit paying kids to learn stuff we change motivation. So we have to have -- this is been a real hard thing for the school districts that I'm working with to understand that volunteering is not work. When I went to work on the farm as a kid and I worked -- are usually had a couple different jobs so I would restore cars and I was working on the farm and sometimes I would work for the food wholesaler. Or paper routes. Typical things that kids do. When I started milking cows first of all I wasn't there because I had an agricultural theme. I am a motorhead and I knew from my friends worked on farms benefit went to work on a farm sooner or later they would let me drive a tractor and truck and they would teach me stuff I'm interested in. I never had an interest in cows or farming. But I love the driving a tractor and the farm tracks. When I started I started on the morning milk shifted before school. I would ride my bike out there. They paid me and they taught me. I didn't know how to do the job when they hired me. I promised I would show up. We want to reframe our mindset a little bit about what is it that employers do. To actually hire people

and train them which should help to reduce our job coaching and job coaching changes to one of supporting the natural trainer and bringing a more powerful strategy. Discovery right now -- it takes about a year to learn how to do it. -- it is a skilled activity. The first time you do discovery you will suck at it. When you do a list of 20 you will come up with 12 grocery stores instead of one or two. Or 20 farms instead of one or two forms. We want non-redid -- nonredundant list of 20. You will come up with goofy themes. In -- there will be cleaning instead of cleanliness. Puppies instead of animals. What I'm trying [ Indiscernible ] and bobble talk about this on his presentation is that we are averaging about 30 hours of team in work and not one person doing 30 hours but teams working about 30 hours doing discovery on average. Remember, it's a broad group of people we work with. We work with the majority of folks who have never had a job or have had minimal employment history but we also work with people who are -- have acquired a disability later in life and have a rich work experience. That 30 hours is our average. It cost more than what the our is used to spending or assessments. Again, people are using Medicaid dollars to do discovery. You don't call a discovery. You might call it assessment depending on how your state is written. You may call it community access. You can do discovery 1000 different ways with different funding sources. In another state we just entered into a joint agreement between DD mental health and VR and the schools. The milestone payment for discovery job development and extended services all under VR is \$9500 a placement. That is in line and about \$1000 more with what the state is doing. They have seen outcomes from our project and I know that thousand dollars is more they will spend on average is great. That they will get pay back in better jobs. These jobs last longer. People make more money. Cost range is \$500-\$200,000 is where we are but we generally make that up on job coaching and fixing jobs that we haven't got a good match for. It's really a wash when it comes to expenses. I can't give you an average because the averages are -- are all over everywhere. We are working in different states under different conditions and the different populations and with different amounts of experience. We have different levels of staff. People with a lot of experience and people who have been in their job for two or three days. Increased hours and pay, two-the 22 hours more in average. A lot of the folks we are working with would never about a job. They would've spent the next 30 years in day program or workshop because nobody would have considered them. I'm working with five people now in one school that VR refused to serve. Now we have we enlisted them because they are part of our project. There are five people who even if they only have one hour of work a week which they would never do but if they got that there is already a positive outcome for them. This range of \$1-\$5 more per hour starting pay. The results are probably going to very. How do we pay for things. We quit doing things that don't produce the desired results. This is the hardest thing about rehabilitation. Quit doing something that doesn't work. Period. I can't think of another way to use real environments [ Indiscernible ]. I am fond of saying that there is unlimited ways to make a living in the world and this is a business about 2 miles from my house. He does using quality cleaning using Beatles. He's done work for Smithsonian and major medical colleges and hospitals around the world. And here he is in a little town of Florence, Montana. You never know what you will find. This guy would never advertise on craigslist the needed help. The other great thing about this guy is he helps our farmers. You have all kinds of different options here for job development. This guy knows everybody in town. He's got to businesses. Plus his wife does other things. Don't tell me there is no jobs. Go find this guy. He will tell you all about entomology and agriculture. He will tell you about small business. He can tell you about history because he is a museum guy. Again, you never know what you will find. Discovery is a structured process even though it doesn't seem like it. We don't want to ask what job or

business would be best for this person. We want to move into that answer. We are constantly -- we move fast. Discovery takes about 30 hours over 4 to 5 weeks. When you start it will take you longer. As Bob mentioned we have these [ Indiscernible ]. We have nerds from fish breeding businesses. One particular in Pennsylvania and happen to find this man when I was doing job development in California. Folks are all over. The stages -- i went to the stages already. Here's what I want to try to find out about people because I do need some information. I usually can't ask people about these things. I have to observe this stuff and get a lot of opinions. My opinion of when I am in [ Indiscernible ] may be different from other people. Certainly when I have my high support needs different people will look at that differently. I want to know when the does a person engage in what they are doing. That is a clue as to something that we should move towards. I want to have freedom in those areas when I move forward so I have some themes to mix. Let's say I have somebody with an entertainment theme because they're very musical. And they play a musical instrument or have skills around entertainment. They have an animal theme because they have skills around fishing and grooming and training their dog. If I put those entertainment and animals together now I have a stronger theme and I go out of my community and find out who has an animal and entertainment theme. I start ending up with jobs that I didn't know existed. I go find this people in my community. And within discovery a couple of times with a few different people I have gotten a pretty good snapshot of my community and wow, all the different jobs that people do that I never knew they did because they aren't on Main Street or not on the industrial strip. I want to know the people who know this person fast so I can talk to them. I am not asking about where they should work. I'm not asking them for job recommendations. Tell me about what you know about this person. With their permission. Again the interest to engage this person is interest -- if there is interest there is a greater likelihood you are interested in actually learning skills. Again one of the tasks. Don't read anything off the list. Try to make a list that you do and you will run out of time. Everything from brushing your teeth to flushing the toilet to buying a can of soup at the grocery store. Those are all skills. They lead us to be able to do a task. That is important. Sometimes it's not even the task but the absence of the task that makes us look incompetent. If you can't brush her teeth that affects a lot of things. If you can do it I don't know where that will lead you. I don't know how deeply you are vested in toothbrushing but there are a lot of people who make their living around teeth. So don't leave anything off the table and you want to watch that document and take a picture of it. Whether that will ever go into a portfolio I don't know. But I don't want to leave -- if I can identify and isolate skills and tasks that is what I want to do the cause I don't want -- i don't know the answer. The sum total of knowing how to do a lot of different things makes us a lot more employable. I want to know who taught this person. How did they learn. Did they self teach. These are of people who have been through discovery and this is a me who is a snake handler after school. This is Melanie who does graphic art on the side. She works at an art foundry -- a bronze foundry that makes statues. She hand paints the statuettes. We got that by going where artists make their living. Most artists don't make their living doing portraits or still life. There's not enough money in it for most artists. This is worth. She had an emerging culinary team. What we found was she had never made pizza dough or measured anything. Her job was sorting code hangers. She hated it. She was getting in trouble and being labeled as a behavior problem because she was bored to death. What we discovered was that anything working with her hands was going to be one of her themes as well. Today she works in a junkyard and she helps dismantle cars. We got there through [ Indiscernible ] but we started seeing this pattern that she really liked working with their hands. And when she got a task she got introduced into tools. It was all over. She loved that. You

meet all kinds of people. The guy in the swimming trunks -- he's at a swimming pool and the manager of a regional pool and Marilyn. This is can -- kann who has a job working in a music store. During discovery the music shop owner gave him this saxophone and said take it apart and put it back together and I will hire you. He said why would you turn down a job if you meet my standards. So he got the job. He had been around his old family and he plays trombone a little bit. He has an intellectual disability. The final person and the right is Brett who lives in an institution. He was hired to change tires with a \$6000 tire changer. It automates the tire changer process and this tire shop. This is the owner of the company in a small town teaching them how to use compressed air and how to fill tires. The guy has a thing about transportation. It manifests itself in a fascination with tires. He didn't have much in the way of skills around tires. Now he does because he has technology.

---

This is functional learning. We go on-site and we like to do on the job training where the person is paid by the employer or by the workforce system or rehab. To do a variety of different things. I will skip over this because I know Bob will talk about it. But I will say that recent informational interviews -- this is a young man I'm working with them one of the school districts and he had learned how to weld in a vocational class. One of the few school districts that still has vocational classes. He learned some decorative welding and then he was involved [ Indiscernible ] and acquired a brain injury and so now has a flat affect. He doesn't talk very much. He doesn't present well. I can't imagine how he got through a job interview in a traditional way. But we went out because he is interested in welding and he has skills and we went out and met a one-person welding shop owner who had been a software engineer for 36 years so he had been in the Fortune 500. We did an informational interview and asked for 20 minutes and we got an hour and a half. Braden said two words the whole time. On the way out the owner said hey Braden, if you would like to why don't we arrange for you to come back next week and I will teach you some welding. We had even asked for that. Natural support. We set it up with OJT where he is getting paid and put the shop owner is getting paid by -- for his time and the student is getting paid minimum wage for his hours. And so we just started last week. This is him using a cross saw. I have video of him welding. I think it's going to work out really well. I expect him to go to work at this place. That's not the deal. We should be able to get him a job somewhere. When we went to the big businesses by the way they said we only hire certified welders. I'm not sure we can get Braden through the certification program. The testing and all that that has to go on. The one we call the owner of the shop we asked him if he was a certified welder and he said no, I'm the owner. I get to do whatever I want. Certified welding is when you work for somebody else. And so here is a guy who does really great fabrication work making a living and running the shop and he doesn't have a certification either. He circumvented and customized is business. He went around the traditional system because customers don't care whether you are certified.

---

Here's another person who came out of a school district. Her picture -- she is not in this because they don't have the release. This young lady was good at technology. We got are working with an iPad. She really has a children's theme or instructional thing and likes teaching people how to do things. We learned that through discovery and passed things she had done with the relatives children. We got her some apps and reading and math apps and now we bought her six iPads that to them to Boys and Girls Club of the city and created a job for her teaching four-year-olds and five-year-olds and nine-year-olds who are in daycare and preschool at the Boys and Girls Club. We created this business and what happens is that club offers instruction where the kids sit

around and they do their work on the app. The teacher -- the woman that has the job does not -- she can't do the math problems but she can read it right a little bit. -- read and write a little bit. The apps do all of that. Basically her job is to get kids started on the lesson plan and then she answers to the master teacher. Parents opt in or out of this and they pay extra for the service. They are meeting unmet needs of the employer and the customers and their payments which are a few dollars a day pays for her salary. We created a job. It's a customized approach. I don't know the last time you did job development in a helicopter back to. Or on a ranch. This is a miniature horse dressed up for the children pageant at Christmas. This is John who had the job there as a cowboy. We got there through discovery. This is a gentleman that I met on the streets in London who figured out his own ideal conditions of employment. It supported his strengths which are he's a classically trained jazz trained saxophonist. He was able to display his [ Indiscernible ]. We look for places where we can observe past. I have so much material and I apologize. I did need to go this long but I know Bob will tie this up.

---

I want to leave a few minutes for questions.

---

I encourage people to read about discovery. You can't do discovery from a webinar.

---

We have a few comments. Recently I was in the [ Indiscernible ] here and the Texas Medicaid waivers have across the board added the employment assistance component to the medicated waivers and that is where providers can look to the discovery process. There are a lot of details to figure out that that is employment assistance. But the word out. Also [ Indiscernible ] minute, that it inquired -- inspired me to be more creative. The family are not patient for the time these places take. That issue of time if you want to spend a few seconds on that.

---

Time is always an issue. I'm not sure whose time we are talking about most days but thank you for those words. I love that you picked up on the idea of reach it -- regional job development. The creativity -- you don't have to be creative to do this. The community already is create a. It they will show you how creative people are at generating income. But the alternative to spending a few weeks learning how to do this and then doing discovery ways against the fact that over 80% of people with disabilities are underemployed and that is a lifetime of employment. If we spent six weeks who really cares of the end. [ Indiscernible ] to a job and all of a sudden the stopwatch starts but when they are sitting in day programs twiddling their thumbs or going through years of school we don't be in a rush. Bring some reality back to the fact that a little bit of time investment is necessary. There is no harder job in rehabilitation then getting somebody a job. I have done pretty much it all. I've been a job coach and job development or business owner. None of those compares to how hard it is to get somebody a job. It is hard work. Why do we put job developers under such pressure. It's terribly unfair. And usually the people who are pressing you are not working as hard as you are. We need to renegotiate the time. It takes time to get a good job. I think the average American now in their first adult job only stays in the job about seven months. I could have that a little wrong. With their beating you up about job retention it's about right that people stay in their job a few months. Keep doing that hard work. I love doing job development and I still get to do it or at least parts of it. Is the most fun you can have and it's a nightmare job some days. Don't sweat the time so much.

---

If you could clarify you -- your clarification about the handbooks and the documents for books.

---

Our website is [ Indiscernible ]. You can go to Facebook to type in Griffin Hammond and it will show up. You want to like us there. And why, because we quite often post materials were new things we're working on and you can benefit from or links to other people's projects. Our nonprofit is the center for social capital. We have a lending program so if you're working the somebody that has the intellectual disability. If you are working with somebody who has a job and their hours could increase or if they had a car or a piece of equipment you'll learn something on that. Generally are interest rates have been about 2 to 3%. There is no loan committed or no money down. We are willing to take risks. We also do other things as well at the center. The job developers handbook and making self-employment work for people with disabilities -- those are two books published by Berks publishing. Go to Amazon and type in Griffin or Hammes. You can buy those used generally. The new one making self-employment work -- the old book I think is a little bit dated. It came out in 2003 I think. The new one just came out in March. It is also available as an e-book. If you hang out a little bit they are available fairly cheaply usually as used books because there is enough colleges using them as textbooks. And then a good place to get information on customized employment besides her website is the office of disability employment policy at the U.S. Department of Labor. Google any of those things and you will find them. I'm not sure what we did before Google.

---

I will send the link for the employment assistance and Medicaid waivers. Those two things are side-by-side in our Medicaid [ Indiscernible ]. Hopefully that will answer the questions. I did get another question and it was regards to the comment you made. Volunteering is not work but volunteering can provide a useful -- be useful for skills training. Where does it fit in discovery.

---

A great question. I would agree that volunteering does that. It's a great place to learn skills and the thing most of us are volunteers. I used to do a lot of work with domestic violence and homelessness. I don't do is much as I used to because of my situation in travel. That is certainly one of those things that I think about and retirement that I know I will be back doing those things. I've learned a lot of different things working with both of those groups. I think it's important to remember that we generally volunteer after our other needs are met. That we actually have [ Indiscernible ]. Volunteering doesn't tend to lead to employment. But it would agree that it's a great way to build skills and community service is a great thing to do. But don't let it substitute for paid work. Make sure that somebody has an afterschool job or a weekend job or summer job or whatever and they volunteer. And they do community service. Those are all great things. Nothing in isolation but paid work really changes reason why you show up.

---

My only issue is when I go into a school or an adult program and they tell me that people are doing volunteer work it's not generally of their choosing but almost always at the food co-op where they're bagging stuff. I've been in 1000 through cooperatives at this point.

---

[Event has exceeded scheduled time. Captioner must proceed to captioner next scheduled event. Disconnecting at 11:02 a.m MST ]

---

It's a site that has been developed. I choose what I want to volunteer for. I choose things that support my advocacy theme. We all have an advocacy team. We all advocate for people. And to

show you how broadly these are there other people with advocacy things you don't know anything about rehabilitation.

---

[ Event Concluded ]

Actions

**Event ID:** 2351880

**Event Started:** 6/18/2014 11:16:44 AM ET

---

Please stand by for realtime captions.

---

The webinar will begin shortly. Please remain on the line.

---

All attendees are in listen only mode.

---

Good morning. This is Noreen with the University of North Texas, UNTWISE. Welcome again to our presentation, the second part of Discovery, Themes and Successful Job Development and we have with us today, Bob Niemiec, the senior consultant for Griffin-Hamis, who will be with us for an hour and a half coming are -- covering a variety of topics around job development. It's great to see the number of people who have signed on. We have a good crowd today. Just a reminder, that if you send me an email at UNTWISE @UNT .edu or say hello on your question panel down in the Control Panel, it would be great to hear if you can hear me today. Melinda, good to see you. All right. Lots of good friends. All right. Tom, Frank and Cindy. Awesome. People hear us. Bob, do want to say hello so people can sound check?

---

Hello.

---

Hopefully, you heard Bob's voice. If you didn't, then to be a note that would be awesome. Just reminder that we usually do. You know you will receive CRC credit or CEU credit for the seminar. If you listen to the webinar via phone only and are not logged to the webinar, announce your name before the close of session so we can get that. Or, if you are in the group listening in an office and there are several of you, be sure to send us the name in the question box so we can record that for the CEU credit. I'm not sure how many of you actually know Bob. Let me tell you about him, in terms of introducing him today, as well as the session. We have a lot of information. I want to turn it over as soon as I can. He is the senior consultant with Griffin-Hamis. He brings over 32 years of experience and I know Bob best through work with the APSE organization, as well as a lot of work you've done in employment first and a variety of systems and changes happened through the years. Is a consultant for organizational change in management and I always go to people like Bob and Cary to help with ideas for implementation of the employment first initiative that is happening in Texas. Bob has taken on a leadership role. He's a valuable person. He comes from Minnesota. Welcome, Bob. It's all yours.

---

Thank you very much, Noreen. Yes. This is a lot of fun to do webinars like this. To talk about something I'm really excited about. As Noreen said, I've been doing this for over 30 years and gone through every stage -- when I started, I was recreation director and worked at the rehab facility and a school for folks with developmental disabilities down in southeastern Alabama. I

ran a workshop and had an epiphany and couldn't do that anymore. I've been involved with support of employment since 1986. I've gone through all of the stumbling around to figure out what we were doing. In 1986, it was a fun time for those of us in employment, because nobody knew what they were doing. We could do just about anything and we tried a lot of different things and learned a lot. We got -- we learned a lot about how to train people and teach people how to do it, particularly about employment seekers, what's important with them. I'm proud to say that I've been an executive director and director of an employment agency in Minnesota. Everywhere that I have done that, we have focused completely on individualized employment and have eliminated the use of 14 C certificate for sub minimum wage. Both places I was in an administrative or executive position, we had 14 C sub minimum certificates and both places we eliminated the use of them and guess what, neither of those organizations went out of business. In fact, are employment rates went up there I will I will maybe talk a little bit about that.

---

In 2006 in 2007, in Minnesota, several of us created the Minnesota employment first coalition and put together a summit. It was at that summit, a consensus report that is known nationally as the Minnesota manifesto, which is unfortunate. The word manifesto, when we used it, was more of a joke and it's sort of stuck. It is kind of a manifesto. Although we didn't invent employment first, I think we raised it to a national level and that has been fun to watch. I'm excited about Texas getting into the employment first arena and whatever we can do to help, is going to be great.

---

I'm here to talk about building on what Cary Griffin shared with you last week, about themes and job development, customized employment. As I mentioned, having gone through all of the various things that we've done in employment with people with disabilities, I find that customized employment is the most promising practice that I've encountered. I want to be clear. When I talk about customized employment, I'm not talking about a service option. I'm talking about attitude. Very similar, when he think about employment first, employment first isn't a thing, it's an attitude. It's a philosophy, set of guiding principles. Customized employment took the best of supportive employment and narrowed the field and made the targets more specific.

---

I think that's really important. I was the director of an organization in Minneapolis called the involvement program and we were stuck right in the middle of commerce. You couldn't throw a rock without hitting a business somewhere. You couldn't find anybody a job. What was happening, we were doing the same old stuff in the stable place is that everybody was going to. We had nothing that we could offer, that was different than anybody else. When we started to adopt customized employment practices, what we learn for ourselves is that not only were we going places other people were going, but we were going places other people didn't know about. That's the beauty of it. Being able to uncover and discover and open doors to unlimited opportunities for people to earn a living.

---

That turned us around, in a very big way. It was after that experience, at community involvement programs, when Cary and I talked about taking on a role. I'm happy to do that and happy about the customized employment.

---

Karrie shared some of this stuff. I'm not going to spend a lot of time going over it in detail. I think this graphic -- it's sort of illustrates the next phase or next stage. I don't think customized

employment is the end right now. I think we are going to get better and it may turn into something different. There's a quote by the recently departed Maya Angelou. I know I'm going to butcher the quote. What is that, we did the best we could with what we knew and when we knew more we could do better. I think that's the key about customized employment. It is better than what we were doing. It is not the end. What's important about customized employment approach, is that it is integrated and it is fluid. Those are two things you have to remember, that everybody's in this diagram is connected to the other piece. This fluidity, if I was good at animations, and I showed this slide, these arrows would be in constant motion spinning around. That may talk about why that's different.

---

In the traditional or conventional vocational -- rehab oriented process, it's set aside. There are four episodes. One episode is evaluation. Episode two is job development. Three is job coaching and episode four is ongoing support.

---

Well, what we learned -- and I've learned through my career and learned by conversation and talking and observation -- is that those four things always happen, but very seldom connected to one another. What do I mean by that?

---

You can go to a conventional vocational rehabilitation and there are some things that were created in text and some things developed in Wisconsin. That -- it was the best idea we had to try to figure out ways to help people enter the workforce. The problem is, they were all based on a predictive attitude and there is nothing that can predict this. Iowa's like to talk about -- if there was some sort of evaluation that is going to predict where you are most successful, we would have all done it. But it doesn't exist. It's really sort of a pipe dream. It doesn't really happen. You can get some ideas, but it doesn't happen.

---

What happens, you get this vocational evaluation and have a wonderfully written report measuring all kinds of stuff and it would spit out three vocational goals that typically are related to some type of job description that you might locate or an industry that you might be able to identify in the dictionary of occupational titles. That was the end of episode one. Episode two would start, job development.

---

As someone who is done job development and managed job developers, what I can tell you, typically, whatever we document in that evaluation was of zero value to us in the job development world. Essentially, what happens, we, we have to start over again. We had to start by knowing who the job seeker wasn't getting that all going. Off we'd go and scour the business community. My career -- when you scour the business community by the Yellow Pages, basic shoe leather, direct phone calls, all that kind of stuff -- now, scouring is a little easier with the use of the Internet. Nevertheless, we were starting pretty much from scratch.

---

Then, we defined jobs for folks. When the job happened, episode three began. That was the job development piece. But, there wasn't really -- I'm sorry, job coaching. Job support. Once again, there was very little connection between the job and the support.

---

What would happen, in the organizations, like the ones I was involved with, that person goes to employment and now we say, oh-oh, now what other supports for that person? Instructional

support? Transportation? What ever -- so, once again, we started over. Back we have three episodes in which the connection to the previous episode is tenuous, at best. It doesn't exist. It's taking more time to do this. What always kills me about talking to folks about what I call the Mayfair customized employment if you have rehab counselors and any state in the union, and you ask those counselors how many of them have somebody on their caseload looking for jobs that's been on the caseload for more than the year, every hand would go up.

---

The idea is it takes too long and it's just baloney. Nevertheless, you have the three episodes. They are all different and non-are connected to the other. The ongoing support, typically, is the hand off to somebody else, is what happens. In customized employment, these are completely integrated. Discovering personal geniuses our form of assessment. The things we are asking, things we look for in discovery process, really direct us to the employment opportunities. In talking with Noreen a little while ago, many of you have gone through the supported employment course and done themes and the list of 20. You know that seems get developed in discovery. The list of 20 or places where you go to talk with businesses a merge from that discovery. So, they are connected.

---

Completely connected. You can't do -- if you do discovery the way we teach discovery, and then go off to do conventional sales oriented job development, you don't need to do discovery. You can do whatever you want. The reason discovery is effective, is because it connects you to the next pieces.

---

Same thing. Because the discovery and themes and conditions of employment have led you to the businesses that you are going to talk with, when someone does get a job that one of those businesses, it makes sense, because of what you learned in discovery. Also, it makes sense because of what you learned in discovery related to what kind of supports a job seeker is going to need. If the job seeker needs a specific type of support, you wouldn't have gone to that business if those supports weren't potentially there.

---

This is where the logical flow of it really happens. The ongoing supports, it's also thought about. That's one thing about employment and people with disabilities that I find really interesting. The difference between employment and everybody else. That is, I would bet you that of all the people on this call right now, everybody has said this at one time. I'd gotten a job. Then, you've said I'll do this until something better comes along. I'll do this until the next thing comes along. That doesn't get said very often with folks with disabilities. Right now, I am in Cheyenne, Wyoming, working with an organization and we had this conversation. This young man who is 19 that they are working with -- I just asked the question -- here is this guy, 19 years old. How many jobs do you think you'll have in your lifetime? It was like a question no one had really even considered. We talked about of the little bit more, one guy said, I'll bet most people would say one. Yeah -- that's not the way it is in the world. Nobody does that.

---

So, ongoing support through development is really taking all the stuff that you've learned in the first three phases and building a profile that is fluid and dynamic and changes with the person. The more you know, the more you know. The more you know, the more direct -- you'll have better ideas as you move further. That's why I think this is exciting, to me. Because, it doesn't compartmentalize the process. It doesn't say there are four different people who do this thing.

Anybody can do this. It's not -- don't want to say it's not hard, it's simple. It takes time and it takes effort to make good at it, just like anything else. Again, the thing about it, these components of customized employment really follow those same four episodes I was talking about here it doesn't matter whether you do customized employment or conventional job development. You still have to do these four things. Assess, meet business, support people on the job and still have to plan for ongoing support.

---

We are just redefining what those look like. A couple of things I want to touch base with you and that is discovering the method of discovery, what sets our method apart from other methods, is the vocational themes. That is one piece. Second part, that sets us apart from many other methods of discovery, is how we connect with businesses. That is mainly what I'm going to be talking about with you today, is what those things are.

---

I'm not saying -- we are not saying that other methods of discovery are not good or not effective. We just say this is how we do it. From my standpoint, as a practitioner, both someone who has been a manager of an director of an agency and trainer, consultant and on ground practitioner, I think this is the best I've seen. I've done all that other stuff and it didn't work very well for me. I'm just not going to do it anymore. I have really focused on this. Vocational themes are the linchpin. Interest in in skills in ideal conditions of employment are also important. Critically important. The job development, we use an interview method that I will talk more about. Employment supports, one thing I want to really, really emphasize in employment supports, is I think the fundamental tool for employment support is systematic instruction. Fundamental tool. Back in the early days, to support employment, we all came out of the workshop world. It's kind of ironic -- we were pretty doggone good at systematic instruction because we had controlled environments and we were doing a lot of second motor tasks, piecework time things. When he went into the community to do job coaching, we took the skill set with us.

---

Over the course of the supported employment and initial customized employment efforts, that instructional tool has capacity to deliver really quality instructional strategies and it has really waned. I'm happy to say that, particularly through the efforts of guys like Mike Callahan with gold Associates, really placing a reemphasis on instructional strategies. This is stuff that was invented in the late 60s and early 70s and is still as powerful and affect them as possible. Look into that. Today, you could go three webinars on instruction. Instruction is a key element in what's important about instruction, as well, as when do start to look at job seeker and at jobs through the lens of instruction? How is somebody going to learn this thing? Who is the best person to teach this? How do I help the person who teaches it. It influences everything that you do, how you meet with businesses, what you look at and how you think about it. It influences when someone you work with, a job seeker expresses an interest in something and if they don't know how to do it, but are interested in it, eutectic comma with an idea to teach this person how to do it. It really is an eye-opening -- and I think -- sort of a catalytic experience. A real catalyst for a lot of different things.

---

What's important about discovery? And discovering personal genius? This is one of the things that separates from conventional vocational evaluation, is that very first question. The western is, who are you? Mike Callahan says that wonderfully. He says, if employment is about the person,

I guess I have to figure out who this person is. That is a critical piece. We want to know who this individual is. The better you know the person or utilize people who know the person well, can give you good, quality information, the more likely you are going to be successful. Discovery identifies three vocational themes for each individual and I know that Jerry talked last week about seems and you have had some exposure to themes. Sometimes, themes are really hard for people to get -- to grasp, mentally. But, it happens. It happens by the very simple way to talk about seems versus job descriptions. It's easy to identify a job description. Also, most themes don't have ING in them. Most things are broader than that. ING, a word that ends in ING implies doing. Doing implies job descriptions.

---

The theme generates a list of 20 places in the community where the career makes sense and again, the idea that the career making sense is key, because, you know, if it doesn't make sense for the person, it's not likely to be successful. We have a long history of trying to -- square pegs in round holes. Trying to make it fit and people don't succeed. Unfortunately, it becomes the person's fault. For not interceding in a place they shouldn't have been in the first place. Particularly, people who have a hard time adapting and learning.

---

Many of us on this call have all had jobs. Those jobs I was talking about. I will do this until something better comes along or because they need to put food on the table or my car payment or something like that. We've been able to tolerate jobs that we weren't well-suited for because we were compelled to do that by our obligations. A lot of folks that I've worked with, they don't have those sort of compelling obligations, because we are taking care of them. Here is the house, here is money, here is a, here's all the stuff. In the real world, we all have these obligations and work is the pathway to meet those obligations. In the real world, we have friends and work is the one of the way -- is one of the ways we meet those people. That's why it's important, for it to make sense. We use intermediate -- we use informational interviews and paid work experience to narrow the targets. That's important. That phrase narrowing the targets. It is a process of narrowing, starting big and narrowing, instead of starting small, or starting big and not narrowing. It's essentially what's happening with the conventional evaluation.

---

At certain points, wheel stop and take questions. If you have questions, Noreen will convey those questions to me.

---

This graphic is how I look at assessment. From the days I entered the field of disabilities, I learned about assessment. I learned about evaluation. Almost from the beginning, a funnel was used to illustrate what assessment looks like. If you think about this picture, this graphic, and you have the funnel and all those little red dots are the usual things that get asked in standard evaluations. When I worked in Indiana and ran a workshop, I didn't know anything about vocational Rita -- vocational evaluation. We had and a valuator and I went to her and said, okay, evaluate. Do everything you do with anybody and I want to know what it's about and all that. She had a standard regimen of things that were tested. Those are the red dots. Standard information.

---

That information goes to the big end of the funnel. It starts getting sifted down, sifted down by more tests and other tasks and the front of things. The outcomes that shoots out the bottom are the three vocational goals.

---

Is any of you who are connected with the conventional vocational rehabilitation system, you recognize this is what it is. It struck -- it shoots out those goals and off you go to try to find those things. What we like to do is this. Flip it upside down. If you start with who the person is, who the job seeker is, and not necessarily thinking about the job seeker from a standpoint of what kind of job to find that person, who are they, what are they good at? What are they interested in? In the process of discovery, sometimes with people who don't speak much -- we were talking to this guy yesterday -- met this man yesterday. He used a wheelchair. He doesn't say words. He uses -- only really has voluntary control of his right arm and that is not necessarily -- he doesn't have much in the way of being able to move his fingers very well, fine motor control. But, we think about what we do with this guy. Tell me about this guy? Tell me what he does. Start talking about various aspects of his life, which were pretty interesting. One of the things -- and again, for a lot of this, we are all dealing with people who don't have the broad range of experience and exposure to things that many of us do. Therefore, you ask somebody what they want to do and they want to work at McDonald's. I can tell you, seriously, growing up -- after high school, I didn't meet anybody of my peers that said they wanted to work at McDonald's. I knew a lot of kids in high school that got -- that got jobs doing stuff. But it just wasn't like that. Why is that? It's because my classmates and peers at that time all knew there was something else out there. That something else could maybe get them a better car. They could get married or get a house, whatever it was. They knew McDonald's wasn't going to do that for them.

---

They did the job as a high school kid or college kid to get by until they had gotten the next piece. So many people just don't have a broad range of experience to build on. You have to come up with ideas. What are we going to do with this guy? One of the things that the stats told me, was that when this man takes a shower, he uses a handheld shower thing, and he likes it on high. He likes it when it hits him. He likes the sensation of the high-pressure water hitting him. He also likes to squirt walls. I said, what are we going to do there?

---

Wash the car, you know? Go find something you can squirt something really hard with a hose and see what happens. I think that's the other thing that you want to keep in mind. These three things to remember. One of them, you have to recognize that you bump into things. The key to bumping into things, is that you have to know you bumped into it. You have to be open to experiencing a lot of different things and bumping into things. Once you take the discovery attitude to your regular life, you will do it all the time. We had new windows put in our house last fall and the guy was doing the big window in our living room. We took the window out that was there and there was a giant hole in my wall. It was startling to see. He is working on the window and I'm talking to him and doing an informational interview with him until I realized maybe I should stop doing this, so he fills the hole in the wall before it rains or snows or something like that here you just start noticing things that you didn't notice before. Here is a little thing that you can do. Most of us are creatures of habit and we drive to and from work the same way most of the time. Or, we go from home to church or home to the YMCA, wherever we go. The same route, oftentimes. What you can do, as a way to prepare or develop your skills, is next time you make the drive, notice three or four things you never noticed before and find out -- you will find places, businesses that are there. They pop up and you have no idea what they do. Find out. You are always doing the informational interview piece. The job seeker -- you are learning who this person is. See what happens when this guy uses power pressure and can use a wand or

something to spray down a car. What will happen? You will bump into things and know that you bumped into them.

---

Secondly, you explore them. Just bumping into it will not do any good if you don't follow with some exploration in different levels of exploration from asking the question and getting into it. You've got to explore it here you can't just let it be there. For those who do this, who work with people in communities where you try to help them find employment and be connected to that, the more you know, the more you know and the more people you know. The statistic is, between 66 and 80% of all jobs are found through personal connection. What does that tell you? The remaining some 20% are found through the usual methods and everybody is doing those usual methods. I don't want to do that stuff. I want to find different ways to do it. You bump into things you know you bumped into and explore them. The third saying you've got to be really comfortable with, is this statement. I don't know, but let's see what will happen.

---

We come from a world, and our industry, where we really want to know specifically and exactly. That's just -- there is no knowing specifically and exactly, when it comes to this stuff. We've got to be able to say, I don't know. Let's do what happens. Let's try. What can hurt if we do this? You never know what you might find. By having those kinds of three attitudes about approaching this, we just opened a lot more possibilities. There's no guarantees to any of this stuff, but it opens more possibilities and that is all those dots on the bottom. Based on themes. What we found out -- I live in St. Paul Minnesota. St. Paul is the state capital. The County, Ramsey County, where St. Paul is located, is the smallest geographic County, area wise in the state of Minnesota. It's a postage stamp stuck in the middle of all these -- stuck in the middle of all these counties and all that. St. Paul has a population of about 200,000, something like that. The County, all of the various suburbs in the County, maybe 300,000 people or something like that. It's densely populated, but small, small area.

---

A friend of mine did research and discovered there were over 55,000 businesses in Ramsey County. 55,000 businesses. Inc. about it. We could be crappy, only 10% successful and that's 5000 jobs. The thing about most of those businesses, they don't have signs. Almost all of those businesses are not going to advertise openings. They don't have job descriptions. They don't have human resource departments. There is a heck of a lot of opportunity, there. That's the red dots, where we try to get to. Find as many of those red dots as possible.

---

Discovery -- these stages -- carry talked about that. The home visit, interview other people. Looking for skills. Ecological is a fancy word for ideal conditions of employment. Stay for is something that doesn't get done enough. Stop in the middle and review to see where you are. Is this the essence of this person? Are we on the right track? Then, you move towards vocational themes and the target is to create a story, the descriptive narrative of the job seeker. Want to tell a story. In particular, assist with the job seeker to tell the story, whether by words or pictures, or whatever. That story is important. People react to stories. What always cracks me up, is how much time I've seen people investing in helping folks write resumes and there is nothing on the resume. Nothing there. But, if I could show you something that I made, if I could show you me making something, it's going to speak way louder and more effectively than any kind of paper resume is going to do.

---

You are writing a descriptive narrative that says, this is Joe and who he is. This is me. My name is Joe. The last stage is the career development plan, really not part of discovery. It is more the next phase, cultivating employment opportunities. It's so connected to the discovery process, that you've been doing, that we always talk about it, here. When you think about the phase, career development, the list of 20 going to talking to businesses on the list of 20, that's job development. That is another phase. I want you to be clear about that. The task, both the positive profile and learning about interest in supporting skills. The ideal conditions of them law I meant. Defining vocational themes. Kerry comes up with the term defining scenes. He used to watch Lassie when he was a kid and they had divining rods for water. It's an art, I guess, to say that. You learn how to do it. You get better at it. The more you know, the more you know about it. Creating a list of 20, I moved to that. It's a job development piece and we will talk about that. Discovering the employment opportunities that exist by moving forward with the list of 20.

---

Themes -- themes are not job descriptions. They can hold many, many jobs. Even in the smallest communities. We talked about a guy yesterday. I'm trying to remember -- thinking that the movement or motion, things that move -- it was somatic for this guy. We started to explore what kinds of -- what are things that move? Things that are intricate movements or giant movements. Think about movements and that is a big area. It does open up possibilities for a lot of different things. For the fellow we were talking about, he seems to really gravitate toward tools. Likes tools. But, the only knows one kind of tools. Mechanics tools. Wrenches and socket wrenches and those kinds of things. He says, let's test this out here what are other industries that have specific tools that have to be used in a particular order. Also, this fellow has a big thing for cleanliness. How do tools and cleanliness intersect? Where our peoples that use tools. It has to be very clean. Those kinds of things help guide you to the next step of possibilities. This happens even in the smallest communities. I will share an exercise with you. How we try to take the cinematic idea and open it up to find the list of 20 without talking about employers. Why three? One is not enough. Too many times, I have seen people have a theme and I can't say whether it is right or wrong. It seems plausible and it is one theme and off they go. They start doing this without having gotten the other two. They find the theme they thought it was -- they might have been wrong. Now, they are back to square one. They covered old ground. There's a couple of things. It isn't enough. If you have to create three, then you will have had to engage in some pretty good thinking. You will find that one theme is pretty easy to hit pack -- two themes, it can happen. Three, it gets harder. By the time you get through the process of building number three, that you really can go back and look at one and two again. Making an improvement to them. Or, the idea like we talked about, tools are important to him and cleanliness is important. How can we intersect those two things? It gives you important opportunities to cross pollinate and intersect, which is where the interesting stuff happens. It's those kinds of things. Being precise, it's another thing that it's hard for some folks. If you say mechanic, most people have a good idea of what a mechanic is. It's a little narrower. If you say automotive, sometimes that is a little squishy for folks. It's the notion of how many things are related to automotive industries and how many things involve automotive. That's where you get the interest. I will give you a great example. Thinking about a guy who really loves cars and loves shiny cars. Where are cars somebody could do something with. One thing that comes up on anybody's list very seldom is a funeral home. What do you mean, big, black, shiny cars. Somebody has to take care of those cars. It sure as heck isn't going to be the funeral director. He or she has funeral directing to do. Somebody has and on about of theme and might fit with the notion of taking care of limos and

purses or something like that. It doesn't come on our radar, because automotive doesn't take you to funeral homes right away. It just doesn't do it. Or, another thing -- while I am on the cake of funeral homes, again, this doesn't come to us, or to me, I divine inspiration. I talked to some guys, you know? I have conversations with people. What you do? The inevitable second question. This guy was a funeral director and Fargo North Dakota and told me that he talked about cars and how he wanted somebody -- wanted to take care of the vehicles. I guess a lot of people were dying and Fargo and he was extremely busy. He said another element of the business, the funeral business, that surprised him, was the need for people who knew something about entertainment. Everyone said, what? Entertainment? He said, now, there are a lot of memorial services where people view it as a celebration of someone's life, as opposed to a sour a full -- sorrowful morning. Some of you may have gone to services like that, where to put together a slideshow of a person from -- when they were a kid until they passed. And had a soundtrack running underneath that of their favorite music. We found three or four things like that. But, the funeral director said, I can't justify making that part of my business, because not everybody wants it. I need to know I can get it when I need to. There is a business within a business opportunity or symbiotic business opportunity. Produce a video with a musical score and owns their own equipment equipment. Say except a business relationship with the funeral home, or two or three. Again, somebody who has a theme and skill in that arena, but making CDs or putting together slide shows or like that.

---

How does that get you to the funeral home? That is the thing that is fun about this and why seems -- how seems make that much more possible, because you wind up thinking of things that just aren't the usual suspects, not the usual places. They are not the sum total of attributes, but all of those things make things stronger. One thing about themes that I will say, as a caution, because I had to caution somebody yesterday about it. Really, people in Cheyenne that are working really hard to try to make this happen. But, they fall into the same traps that a lot of people do. I fell into it, too. You realize you are in the trap and somebody helps pull you out of it. That is, you can't start with themes. What I mean by that, let's say you have somebody that you worked with and you know them pretty well. Without doing discovery, going through this process, it's intentional the way it's organized. If you don't do that, you are probably really making wild guesses about themes. What happens, somebody starts with this idea and say, I know this person and she has always been involved with such and such. Therefore, her theme should be -- her theme should be this. Without doing any other work that should validate that or clarify or a lemonade it, perhaps. They start with a theme and everything seems to get retrofitted to that theme. Or, they speak of a job and everything retrofits to a job. You have to be careful about that. You have to let it develop the natural Way, and that's by going through the process. The process was there for a reason. Just saying we focus on themes and pluck seems out of the year isn't going to help much, or I've had other people say, ask. Can we create a database of themes. No. Don't do that. Why? You will find out with themes on that database -- it's too easy to get trapped in that kind of stuff.

---

A couple of things, also, to think about. For those practicing or doing this. If you work with several people, four or five people, six, and you start to see the same themes pop up for people, stop. Stop, take a breath and backup a little bit. Go deeper. What that says, when you are getting the same themes for different people, you aren't going deep enough. It's not going deep enough. There's a lot of reasons why people don't go deep enough and it's not because they're lazy, it's

because they get pressure to jump. I don't know. I mean, I've known people who have wanted a job for 10 years and still haven't found a job. When someone says that is taking too much time, it's taken less time than 10 years, I will guarantee you that. Give me 10 years and don't expect me to do anything for 9.5 of them. I will meet that for you and really kick it into gear that last six months. We will get something going. I don't know. I don't have much patience for that.

---

This is a graphic. If you go to the Griffin-Hamis website, you should be able to find, in the resources, -- it's probably not there -- we are redoing a lot of this stuff. We had a workbook called -- it was about creating vocational themes, developing vocational themes and it's based on this graphic, these six things that are contributors to vocational themes. What people's interests are. The tasks they perform. Chores at home, any number of things. What are the conditions. Work culture. What skills do they have? Personal attributes are important. And DPG activities. We don't know what's going on. Let's go wash a car. Let's see what happens if this guy goes and washes a car. With some folks, they don't have a lot of experience. You try to come up with ideas of things to do. They always need to be -- thing you have to remember about activities, is they mean active.

---

Unfortunately, when I was here in Wyoming, meeting with folks, we are going to meet with some people -- okay -- that's great. Where are we going? Going to the mall. Oh my god. No. Please. There is nothing to be learned at the mall. There's not much doing involved. The thing I want you to remember, is that for the folks -- those working with people who haven't had a lot of experience working, or have never worked, always enter the workforce by doing something.

---

Somebody has a really great personality, really friendly and all that kind of stuff -- that's not going to get you a job, if you can't do anything. It might help you if you do something, to be a friendly, nice person, but it isn't going to get you the job. They're not going to hire you because you are a nice person. There is no reason -- no reason to hire you. These things -- also, I want to touch base and personal attributes for one moment. Had a fellow that worked in Minneapolis. He didn't like to shave or take a bath. He appeared scraggly. Wore a white T-shirt and khakis. That was his whole thing. He lived in a group home and was on a hygiene program for 10 years. Checked box number one on the hygiene program is to take a shower every morning and he wasn't doing it. There's a lot of reasons why he wasn't doing it. I grew up in Northwest Indiana outside of Chicago, in the heavily industrialized part of the state of Indiana. Steel mills, oil refineries, you name it. Factories.

---

I can tell you, honestly, that I remember any of my friends' dads whoever took a shower before they went to work. They didn't take a shower to work in a steel mill. What happens, and you have to keep in mind, yes, taking a shower every morning is pretty good and I like to do it. I like being clean and all that. When I worked in the summers at Federal cement products, the first thing I did in the morning was not to hop in the shower. What you have to remember, sometimes his Jean things are contextual. Saying please and thank you, all that kind of stuff. I worked at Federal cement products and there were no soft skills. Zero soft skills in that place. It was all about hard skills. My friend Doug Crandall, one of the Associates in Georgia, he grew up in Indiana and -- in Indiana and we like to share stories about working in the factories when we were in college.

---

He worked with the guys -- in a factory where they made ceiling tile, white ceiling tile. They cut ceiling tiles. His dad worked there and got him this job. He worked when he was in college and worked there for like five years. There was a guy that works there who never said a word, but he barked. He never said -- the guys knew what he wanted. He barked. The barking guy who had a job, paid pretty well. He had a car, house, he even had a wife. You know? I don't even want to go with the idea of what that was like. He never said a word. If that guy was in our world, we'd have him on so many different programs, the anti-barking program, whatever it's going to be. The deal was, that guy was really good at what he did in that factory and no one cared if he barked a cause he produced a gazillion ceiling tiles, whatever he did.

---

Sometimes, again, don't make personal attributes or hygienic soft skill things that you have to succeed in before you get to do anything else. They are not connected. They are connected where they are connected. If I was going to go work in a store at Montgomery wards in the tire department and had to go into the store every now and then and stock shelves and do those kind of things, I needed to be presentable to the public. If all I did was hang around throwing tires, I could look however I wanted to and I could be dirty. I could swear and do whatever. When I got into the store, I had to be a different guy. Then it matters. Then, it made sense. It doesn't make sense at Federal cement products or the ceiling tile place. So, that in mind. It's an important piece.

---

Remember this, it's a fundamental piece. There are people interested in the same things that interest you. One of my heroes is a fellow named Earnest O [Last name i ndiscernible]. Sirrolli. He wrote a book called ripples from [Indiscernible] and talks about economic development. I think some of the principles he talks about with economic development, what he calls enterprise facilitation, applies to what we do and how we approach things. Ernesto says if you work on a problem, there's probably somebody within 5 miles working on the same thing. People are really interested in the same things. If you can connect people based on their interest, that starts to build relationship. Working with an organization south of the Twin Cities, and a smaller community and working with a young woman getting out of high school. She was trying to find a path of the way to go. And talking about who she is, and what's important to her, in high school she was a swimmer. She wasn't just a swimmer dog paddle, she swam competitively. She didn't win, but she swam competitively. She swam in races, swam strokes correctly and all that kind of stuff. She just wasn't fast. So, we were trying to think of what to do with her. We didn't have much of a clue. I said, is there a public swimming here? A Masters swimming program? Folks older than college or adults that like to continue to swim competitively? This happens all over the place. It turns out in Northfield Minnesota, where this is, there are two colleges there. One of the college that is pretty well-known for doing workshops and Linux for for amateurs Wimmer's. Why you go there? The person I was talking to in the organization said what kind of jobs are there? They are missing the point. There aren't jobs necessarily. That's not why we are going there. What will be there are other swimmers. Because you are swimming and they are swimming, sooner or later, one of those people is going to get used to you being there and expect you to be there and then they will pop what I call the inevitable next question. What do you do? I don't do anything right now, looking for a job. It opens up possibilities. I'm not saying it's going to happen. I'm saying it won't happen if you don't do that. There are people interested in the same stuff.

---

I will tell you this story and why it's important. There was a fellow in the community involvement program. Came out of high school and referred to this program. In talking to him and finding out who he is and what's important to him, this guy loves squirrels. I mean, he is absolutely -- forgive me for this -- knots about squirrels.

---

Squirrel posters, all he talks about his squirrels. Of course, is interdisciplinary teams as to him, that's weird. You can talk about squirrels all the time. That's just really weird. Nobody does that. Literally, he had a program to help him -- not help them -- but convince him to quit talking about squirrels because that's too weird. I'm driving down the street in S t. Paul one afternoon. I'm driving down a road that used to be easily driven, except that they built a Trader Joe's there and all the traffic on this road is completely congested all the time and I'm stuck in traffic. Nothing to do. One of the things that we really suggest for people, is keep your phone camera handy all the time. You never know when you can take a picture of something to remember it, or whatever. I'm stuck in this bumper-to-bumper traffic creeping along and I look over on the side of the road. I see this. So, if you can't see it very well, it says squirrel guy on the license plate. The bumper sticker underneath the license plate says I break for squirrels and there are three or four stickers on the back of his car better stickers of associations of people who are concerned about squirrels. The back window on the panel, there are squirrel bobble heads. On the front there's more stuff. I couldn't take a picture of that because I was starting to move. Nevertheless, the point is, this squirrel guy, he loves squirrels, I'm guessing. He belongs to associations with other people who love squirrels. What's interesting, I've shown this slide to people during training and Minnesota and I've run into four people who know this guy. Talk about 6 degrees of separation -- he's got a job. He happens to love squirrels squirrels. This job has nothing to do with squirrels, either way. He has another job. But it's his passion. The thing he does in his spare time, he connects with squirrels.

---

How weird is that? The idea, if we can get this young man connected to the squirrel guy, they can talk about squirrels. That would be the foundation of their relationship. Once I know you and care about you, I'm going to want to help you. It's a natural kind of thing. Of course, here is the downside. This guy's team thinks the squirrel guy is weird. They don't -- in their mind, they think we are going to accelerate this guys obsession with squirrels. They say he's obsessed with squirrels, the squirrel guy loves squirrels, the young man is obsessed with squirrels. See the difference? Won't let him connect on that. Unfortunately, this guy is not his own guardian, he doesn't get to pick. How word is that? Here is squirrel guy. There are all kinds of squirrel guys out there. Friend of mine just came back from Florida. A friend of mine, a guy I know, came back from Florida. He was that the Santa Claus convention in Tampa. All these guys from all over the world who are Santas. This guy that I know, he wants to start a gig as Santa. He's asking questions, where can I get my beard wide white. Stuff like this. That's not weird at all. He's going to make some money doing that. Squirrel guy, who knows with Boeing to happen? Aching about squirrel guy, I run into people who work with things where they build habitats for squirrels. What can I tell you? It's not my cup of tea, but it's not supposed to be my cup of tea. It's somebody else's cup of tea. Keep in mind that somebody out there is interested in anything. What's great now and our day and age, it's easier to find squirrel guy that it might've been 20 years ago. 20 years ago, it would have been just an accident for me to run across squirrel guy. It was then, but now, I could follow up and find out about one of those different associations of squirrel lovers.

---

So, the things that we talk about getting back to themes, is conditions of employment. Cultural, the don't really change a theme, they just influence it. Perhaps that abet -- perhaps that's a better way to say. Here's our ideas of conditions of employment. Why I put this one up, I think themes are critical, but conditions of employment are pretty important. We all have them. It's easier to understand them, because we all have them. One of the other beauties of customized employment is organic is simple. It's the way everything happens, always. It's not unique to people with disabilities. It's universal in its applications and you can apply it to yourselves. One of you on this call, can sit back and go, all right, what are things that are present in the situations where I've been most successful. One of the things present in situations where I've been successful? That is the start for identifying ideal conditions of employment. I'm working and are pretty good set of conditions of employment for me, right now. I don't supervise much. I don't get told to do -- what to do very often. I don't have an office. I don't have to be anywhere, particularly, at any given time. I don't have to dress up a find out want to. I can do creative things like solve problems, talk to people that I wouldn't ordinarily talk to. There's a lot of things that are present in my current job. Is it the ideal job for me? I don't think so. It's pretty doggone good. Fits pretty well. My ideal job, I will tell you what it is. I don't know if it will ever happen. My ideal job is one where I get paid an awful lot of money and I don't do anything. I haven't figured that one out, yet. Things that might also -- culture, methods of dress, humor, something where you have to do stuff or brains. Most don't start out with knowing jobs. We start out was doing jobs. It's easier to teach doing that it is to teach knowing. That is helpful. At the end of doing, you've got something. You've got a tangible outcome. Remember, there's a place out there for everybody. I always like to show this to people. I had to come up with a couple of different pictures because he's gotten way too ubiquitous. You see him everywhere. But, I've shown this to high school kids and shown this to young folks. I've shown it to parents. I said, tell me about this guy. What does he need to do in order to get a job? They will tell me stuff. He probably should get a hair cut. His hair is not combed. You might want to hide those tattoos, all this stuff. He's in an environment where that doesn't matter. Everybody has to to -- has tattoos. Nobody cares about all that kind of stuff. I tried to point out that people sit where they are going to fit. I can't make them fit where I think they ought to fit because that's where I fit. That's one of the things we do so often. As parents, too, I have three kids that are adults now. I'm proud to say that we pretty much were hands off. About the only thing we really didn't matter that they do -- I'm not even sure this was smart -- was that they go to college. I don't know that that necessarily -- it paid off for all three of my kids, but I'm not sure it was the right thing from of them. Again, our cultural background, my parents being first-generation Americans, nobody going to college. It was an important thing. I want to emphasize that we have to step back and take ourselves out of our value system and focus on the value system of the worker. I love these, too, about cultures. If you want to think about it. If you had a problem and wanted to get a computer problem solved, which of these two companies would you go to?

---

IBM tells you they are rigid and all that stuff. These guys have a sense of humor. I'm going to talk to those guys. They are way more interesting than anybody at IBM. You find that there's people that do this off-the-wall stuff, and stuff you don't really think about right off the bat. More interesting people. They just have a lot to tell you about stuff. We are not looking to find a dream job. If you please, in your interactions with job seekers, if you asked the question what is your dream job, I'm going to beg you to stop doing that. Please stop doing that. It really -- it creates

almost an untenable situation. I like to say, also, that nightmares are dreams. We want to get people into the workforce as quick as possible. The thing about doing this, you have to do it and you have to do it rapidly. It's one of the areas where we connect with the IPS model for supporting employment. One of the fundamental principles is rapid engagement. We believe the same thing, it's rapid. You have to have something going on all the time.

---

Here's why we don't like dream jobs. They are unique and rare. They assume few vocational interests. It's a one-time placement. Our experience and talents limit possibilities and there are unlimited ways to make a living. It reinforces the idea that people with disabilities are one-dimensional. It happened yesterday. Friday I was reading a record and it was a woman who had been in her 50s, lost a job. Wanted to go back to work. They interviewed people who knew her and she is an outgoing friendly person. You can guess what they said. How about a greeter at Walmart? Oh my gosh, that's pretty one-dimensional.

---

Looking for solid targets, solid outcomes. Employment -- it's going to have to provide personal and professional growth. It's one of the reasons we avoid retail unless it's specialty retail. Retail at Coles or target, places like that, it's probably not going to put you on a professional career. Some other places, specialty bakeries, or someone who does urban farm supplies, that kind of retail is a different thing. It's more specific. Employment is ecologically relevant. It plays into the idea of conditions of employment. If it doesn't benefit -- if it doesn't benefit them ploy E and employer, it's destined to fail. It is only one reason people hire people and that is it makes good business better. It makes money or proves their business. That's the only reason they do it. By being able to present or help a job seeker present themselves in a way that will show how they are essential and valuable and contribute, that's going to make a difference. We generally develop the labor market, we really don't care about the labor market. We tend to steer toward art his of all businesses. An artisan of business as a business where people are doing something. Here's a list of ideal conditions of employment. I'm not going to dwell on this. You know what they are. I will point out one thing and that is the notion of cultural bias. That's not cultural bias as social bias, or racial cultural bias, it means that the company is oriented a certain way. They might be a green company that prides itself on efforts connected with small community is and thrives with that. It's not that they care about one thing or another, racially, ethnically, anything like that. With this slide, without skills and interests, it doesn't really matter. If I tried to do it for a living, I'd be broke. I'm still interested. It doesn't mean I'm not interested. The people higher skill. They hired doing. They higher contributions.

---

Restating this, discovering personal genius that leads you to the list of 20 which will lead you to doing informational meetings, which will help you discover employment opportunities and gauge worksite supports. It's a logical flow. Here is something interesting. Cary did an unscientific study couple of years ago. I think you talked about 100 people who are densified themselves as job developers. Close to 90% to the want ads for job openings. 82% ask for an application. I have a friend who runs an agency in St. Paul and says if he ever sees a job developer on an agency he fires them. 70s or -- 70%, HR rep it is that it was, close to 90 soft jobs at the usual places. 81% asked if they are hiring, which I guess 81% got the answer no. Over 75% sought jobs in stores that are strictly retail. 67% looked for specific jobs with repetitive tasks. That cracks me up. If you are going to teach somebody a skill, there's only one way the person acquires the skill and that's by repetition.

---

Again, it's a miss hit. 62% or so have looked for cleaning or custodial jobs because an individual enjoys cleaning. Had a guy in Maryland and he was doing initial discovery. One of the things they said, he really loves watching football on Sunday. He loved watching football on Sundays with his roommates. In talking with them, I said, so, football. You like watching football? He said, I hate watching football. I really like not shows. But the reality was, they have snacks during the football game and that's what he liked. If you wanted pizza or nachos, you would go would go down there and watch football with those guys. What people tell you they like or what they think they like might not be the actual choice of the individual. It might be chosen for them. The flipside is about this, which is hardly anybody uses the supply chain. For personal supply chain or agencies supply chain, a lot of towns and service agencies want a lot of money through someone's bank and don't ask for help here yet, there they go.

---

You have to approach a certain way. If you do the same things, you get the same results. We are not interested in the labor market. The employment occurs in less obvious places than you can imagine. The other thing, recession has not change the employment rate rate for bit with disabilities. If you are in an upswing economy, the employment rate of people doesn't go up there if we are in a downturn, it doesn't go down. It hovers at around 20% or so.

---

This is a staggering number, to me. We see that in the US, from 2010 to 2012, there are over 34 million businesses in the US only 38,000 of them have 500 or more employees. 22,000 are single employers. Single order, rather. 11million are more than 19 employees. In Minnesota, 75% of all the businesses have no employees. What does that mean? It means one of the 75% starts to get prosperous and they will need an employee. Sometimes, using things like resource ownership and being able to bring equipment into a small business, that may be strapped financially, can help that business go over the other end and become prosperous. There's a lot of opportunity there. Here's what I know. Thirtieth thousand, that's the Walmart, targets, asked by, all those guys at participated business business leadership networks. Most of the hiring is really done through word-of-mouth.

---

We think that this work is done past when there's a team involved. A team of collaborators. So the plan to the rule of three is a plan of requiring everybody to come up with three ideas. Here's something I want to share with you. It's something we've been doing lately, with the list of 20. I will give you an example. We took a theme that somebody brought. We teased this theme out. Like if a a person like morbid stuff and dressed in black, as it turned out, we settled on death as a theme. Now, USAID death as a theme to people and there are going to be several folks in the group that say that's creepy. It's not your theme, it's somebody else's. We said, you take a theme like death and you go, what are 20 things related to death that people do? Other than killing folks. You will get the usual. You'll get funeral parlor and all that. We had stuff related to the theme of death where we had taxidermy, we had horror movies. We had catering. We had music. All kinds of stuff. So, you take a theme and break it down to those 20 things connected to that. We did it with politics. That's another fun one. Or, you could do it in music without taking out the performer, the person who has no skills as a performer and what's connected to that. Now, you find 20 things related to death in your community and you will be able to find 30 or 40, to tell you the truth. Now, I have 20 different things related to death. Is there somebody in this town or community that is doing that? That's how you start to create the list of 20. If taxidermy is one

of the things, things, is there a taxidermist? Let's talk to that taxidermist. What happens, you talk to that taxidermist, your list of 20 will grow to your list of 28. He will tell you things you didn't know or think of. That is really a quick thing about how you do it here a group of people, coming up with 20 things and none of those things are jobs. It's not taxidermist, it's taxidermy. There's other things related to that, as well. That can help you find those places and you call them up or make an appointment. Gather information. Just remember that best practice always involves that you have to do it with the person. You are going to do job analysis, to help people learn their jobs. Create a learning plan for a new employee. Connect with and use natural support, take a consultative approach. I'm going to cruise through this and then stop. It's a casual way to create professional relationships. Contact small businesses. Dig deep. That exercise I gave you, it may be a way to dig deep. Emails and dropping and, phone calls, you can do it different ways. When I do it, I generally pop in and ask for some time. I say I am working with the person who is looking for job, to try to find a career. Interested in the field and give him some advice. People are much more interested in giving you advice. Cary talked about that last week. Ask for advice and listen. The one thing we don't do enough of is shut up and listen. You need to be able to listen. The list is going to change. It's never going to be a linear list. You can start that way and it will branch out. If you are talking to somebody, the taxidermy guy and he says you should talk to so when so over here and it's not on your list, you go talk to so-and-so over there. That is a warm lead and it's always better than a cold lead. Don't get so hung up on this list being the end-all. The list is a sort of first drive. Focus on strength and ability. Talk about job seekers. Low or high functioning participants. Don't call yourself a job coach. Job developer or service jargon. You want to make sure the person you talk to is the expert. You can say that you are the expert. You know and you'd be amazed what people will tell you. Shared interest. Jim is interested in squirrels. You do stuff with squirrels. Can you talk about that? Don't ramble about yourself, your personal experience, it doesn't matter. Why this is important? It's because it's a different approach to contacting businesses. In the conventional way, you've got to sell four things right off the bat. We aren't so good at selling anything. The first thing yourselves yourself. Anytime you go to sales training, you've got to make people like you. They want to talk to. Then, you are selling your company. I work for so and so enterprises. Blah, blah, blah. That indicates you are working in the world of disability. The third thing you sell is disabilities. The fourth thing, if you get to it, is to present the individual job seeker. Get three things before you get to the person. What we say, if you get those three things, start with the person. Here's a couple of things I will talk about in this exercise for themes to businesses.

---

Here are five ideas you can use and seems that were themes people had and we were able to tease out the list of 20.

---

Any time you do an informational beating with the midst -- meeting with the business, and I say don't call them informational interviews. Say we are going to meet with somebody. The moment you use the word interview, it gets crazy.

---

A good thing to look at, what got you there, how did you contact the business? What went well? You are always learning. It's good to have a team doing this, because you are sharing with each other and you can learn from one another.

---

I got this list from people that I know. I thought they were good at it and ask advice to give to people doing informational meetings. They gave these 10 things. One person at a time, avoid the word interview, introduce and be patient, persistent, helpful to name drop. Cold calling can be difficult. It gets easier, popping in. Skills verification is important. Solid seems before you start going out. Can't do it on your own. Tap into the job seeker social capital. Who they know, who knows them. Businesses are always hiring. Finding the jobs behind the jobs. I love this picture. It shows that most of a glacier glacier, an iceberg, rather, is under the water. That's where we want to go, is under the water. We want to get to the places and businesses that say no customers behind this line. That's where we want to be. Back hey, I did it. A couple of minutes left. Are there any questions? Comments? I have a few minutes.

---

We did have a few questions. One was from Tom. He was asking about the supply chain. I'm not sure -- he asked if you would review that again.

---

Sure. If you think about -- I talked about the taxidermy guy. Well, the taxidermy -- every business has a supply chain going out and coming in. The coming in supply chain is where you buy your materials, where you get your information, how to get -- it's sort of like raw materials. How that stuff comes to you. The outside supply chain is who uses your service. Who are your customers? Going up the supply chain and this guy says he has to have certain tools to do taxidermy. Where do get the tools? Wherever he buys the tools, that is placed on the supply chain. If you go to that person and say you are selling the tools, who makes the tools? Go up the supply chain even further. That's the idea of supply chain. What I say, when you find a business, you will find the people who use the service or the business and the materials, the processes. That business is dependent on them and who is the account to the supply chain issue? How do you deliver the service. Do you use a delivery service? All things related to the supply chain.

---

Awesome. Thank you Bob. We are at the close of the session. This is a very packed hour and a half. Thank you for a lot of wonderful information. I have a few more questions and I will shoot goes over to you with the persons name so you can respond if you want to.

---

Please do that.

---

Okay. I need to let everybody go. Just a reminder, that you would've us even evaluation form for this session, as well as last week session. These complete the form and email back to untwise@unt.edu. After we get that returned, we will email your CEU credits. It's been a wonderful presentation. Have a great day. Good luck in your efforts. This is really, really great information and I hope it's help all in your future endeavors to connect people to the employment world. Have a good day. Goodbye.

---

Thank you.

---

[Event concluded]

Actions