FAMILY SUPPORT NETWORK FOR EMPLOYMENT

NO ONE LEFT BEHIND

Employment for All regardless of (dis)ability:

A Strategy to Include individuals with a developmental disability in the workforce

READY PRÊTS
WILLING DISPONIBLES
& ABLE & CAPABLES

ACKNOWLEDGEMENTS

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INTRODUCTION

Long-term employment in the general workforce for all working-age citizens with developmental disabilities is the preferred outcome. This goal is possible, practical, and sustainable, regardless of the level of disability of the job seekers, if they are **Motivated, Reliable and Dependable.**

Employment outcomes for job seekers with developmental disabilities with higher employment barriers should match those of all job seekers.

Organizations that support job placement need a plan and methods to accomplish the above mentioned goals and evaluate their success.

But, under the current approach of government-funded agencies, this goal is neither achieved nor aspired. The current practice must change. This transformation can be achieved, scaled up and sustained in a cost-effective manner, but it requires a radical reimagining of what is possible. This means changing the expectations of all employment stakeholders and their roles, especially of those whose job it is to place job seekers. Ultimately, funding should be redirected to support that change.

Based on the research done by FSNE, this document provides a pathway toward change. It explains the principles of a Consultative Selling Employment Model with third-party support and offers guidelines for implementation. Employment agencies will find this document extremely useful when responding to the needs of job seekers with developmental disabilities who face higher employment barriers.

CHAPTER 1

FSNE – WHO WE ARE

Over the years, families have led many of the changes we see today in the lives of their family members with developmental disabilities. They have worked relentlessly so their family members have the needed support to be recognized as citizens who can contribute to their communities. A group of family advocates gave birth to the Family Support Network for Employment (FSNE).

- FSNE promotes simple, flexible, and powerful methodologies to support job seekers and their families.

- FSNE references successful, evidence-based employment models from around the world.

- FSNE advocates for implementing best practices in the educational system, government funding and programming, and employment service providers' delivery in Ontario.

FSNE Presentation
Watch video to learn more about FSNE

Information shared by FSNE encourages the following:

- Employment stakeholders to provide better employment outcomes for all, regardless of their (dis)ability.

- Governments to design an employment system based on Employment First Principles that inform policies, funding, practices, and outcomes for all.

- Employment Service organizations to be successful with the complete continuum of job seekers, from those with the most significant employment barriers to those with the least.

- Educational institutions - schools, colleges, universities- to rethink their role in preparing students for the jobs of the future.

- Employers to be supported in their hiring and inclusion of the above job seekers.

- Individuals with developmental disabilities and their families access to the information, knowledge, and advocacy skills to support the needed transformations and opportunities to access employment.

FSNE has the Online course "Learning Path to Employment" that provides tools for job seeker and their families to gain meaningful paid employment.

Learning Path to Employment – FSNE
Click to begin the free course

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FSNE – WHAT WE DO

As FSNE advocates for things to be done differently for those that want employment, it:

- Will hold the government accountable for their investments of public money in employment so that it reaches those with a developmental disability who face higher employment barriers
- Will demand that government funding only go to agencies that demonstrate success in placing job seekers
- Will publicly hold accountable agencies so that they fulfill their promises to get jobs for people with significant employment barriers
- Will advocate for the agencies that successfully place job seekers in jobs
- Will address employers' perception barriers and biases towards the above job seekers by working with them on how to incorporate these workers into their workplaces, using simple peer supports and low-cost accommodations
- Will continue to search for resources and form alliances with schools, colleges, universities, employment agencies, and employers to improve the employment system in Ontario

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THE EMPLOYMENT SYSTEM DOES NOT MEET THE NEEDS OF ALL STAKEHOLDERS

MEANINGFUL WORK IS IMPORTANT

It is worth stating that meaningful work is demonstrably good and worthwhile in and of itself. This applies to all adults of working age. Employment:[1]

- Defines you as an adult
- Promotes the development of rich social networks
- Creates socially valued roles
- Increases the person's economic status and sense of self worth
- Provides opportunities for continuous learning

THE CURRENT SYSTEM

Research shows that at least 80% of adults with a developmental disability can work competitively and many wish to.[2]

Exclusion from employment results from low expectations, lack of inclusive employment first policies and funding and practices that do not meet the job seekers' needs. Only 25% of adults with a developmental disability are currently employed in Canada,[3] compared to 50% among people with other disabilities and 75% among people who do not have a disability.

[1] https://www.cardus.ca/research/work-economics/reports/breaking-down-work-barriers-for-people-with-disabilities/
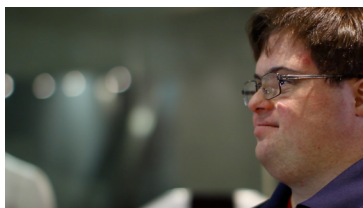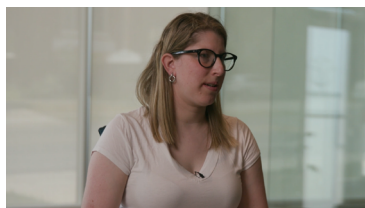
[2] Alberto Migliore and David M. Mank and Teresa A. Grossi and Pat Rogan. Integrated employment or sheltered workshops: Preferences of adults with intellectual disabilities, their families, and staff. Journal of Vocational Rehabilitation, (2016}, volume 26, pages5-19 Retrieved June 2022 [PDF] Integrated employment or sheltered workshops: Preferences of adults with intellectual disabilities, their families, and staff | Semantic Scholar

[3] Employment - Inclusion Canada

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In Ontario,

- Fewer than 2% of adults with disability in ODSP (Ontario Disability Support Program) are referred annually to the Ministry's employment supports.
- Less than 20% of adults with developmental disabilities seeking work are employed.
- Instead of providing employment opportunities, the Ontario government funds developmental services provided by agencies, such as sheltered workshops, day programs, volunteering, and disability-specific training.
- These services and strategies do not work to provide real jobs for many job seekers.
- Employment Ontario (EO) policies set 3 levels of support for job seekers. For those in the 3rd level of support, employment agencies' success rate must be only 30%.
- Additionally, it will only pay agencies for job seekers that get a job for 20 hours per week or higher. These policies arbitrarily leave those facing higher employment barriers out of the job market.

There is a need to build capacity for all employment stakeholders (policymakers, government, educators, employment service providers, employers, families, and individuals with developmental disabilities) to address the lack of employment for individuals with developmental disabilities who face higher employment barriers.

This document outlines a powerful learning path for the employment system in Ontario to identify needed transformations. It provides recommendations and support for its implementation in agencies across Ontario.

Issues with the current service delivery from Employment Agencies include:

1. Low expectations have left many individuals with a developmental disability with few opportunities for employment and a lack of needed support.

2. By prioritizing "readiness/training model" approaches, agencies serve people with specific competencies that need little support. This "skimming process" leaves many individuals behind.

3. The system traps individuals in a perpetually revolving door of training programs that have poor or do not have employment-related outcomes.

4. Job readiness-focused programs do not address candidates' strengths or acknowledge that job seekers are Motivated, Reliable and Dependable (MRD).

5. Programs do not address employers' possible false perceptions and unconscious biases.

6. Programs do not address the need to build sustainable and successful relationships with employers, which is known to increase access to jobs for individuals with developmental disabilities.

7. ODSP Employment Services rewards rapid placement, targeting those who need little help.

8. The economic incentives of Federal programs do not lead to permanent employment. Typically, when the economic incentives end, the employee is let go. There is no pathway to permanent or ongoing employment, and it devalues the worth of individuals with developmental disabilities as employees.

9. Service providers or the government do not disclose who they work with and who they are placing because it does not match what they publicly proclaim to service users.

10. Programs tailored to the agency and what their staff feel comfortable doing, not to meet the needs of the unemployed.

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11. Programs are not designed to meet the needs of today's individuals. There is a lack of knowledge around best practices and no incentives to deliver better, age-appropriate outcomes like employment.

12. Practice based on inputs with no consequences for failing outputs.

13. Agencies have limited jobs, with no variety and the same small pool of employers. There is a need for a larger market share of jobs and employers.

14. Agencies' staff lack particular skills, resulting in weak market penetration strategies and limited capacity to open the job market.

15. Job seekers and their families wait for effective services that do not materialize while the agency still gets funding.

Creating a Market Share
Watch video discussing the need to create a larger Market Share

THE JOB SEEKERS FSNE ADVOCATES FOR

What do individuals need to consider to be employable?

When looking for a job, job seekers need to consider their:

Abilities. What skills are required for the job (not to find a job)?

Motivation. What is their willingness to go to work and do the tasks involved?

Access. To the job market. Do they realize the amount of job market access they will get through their own efforts and qualifications? Do they know the number of employers that seriously entertain the job seekers' application for work?

Credibility. With the person hiring. How will they gain an employer's confidence that they can do the job? How can they demonstrate that what they say they can do will meet the employer's needs?

What does this mean for the Job seekers for whom FSNE advocates?

Employment Ontario (EO) was created to respond to job seekers previously supported by Ontario Works (support for those out of a job not qualifying for Employment Insurance) and ODSP (Ontario Disability Support Program - employment support for those with a disability). It claims it "helps job seekers, workers and employers with advice, grants and other services around public and private sector employment."

Unemployed job seekers, who face employment barriers that have contributed to their disengagement from employment for long periods of time, are the target of EO. These job seekers might include refugees, new migrants, those with English as a Second Language (ESL), inmates, ethnic groups, low skilled workers, skilled workers without licensing requirements in their profession or trade, indigenous people… and individuals with disabilities.

"Individuals with disabilities" is a broad group of job seekers with diverse needs, but in the EO they are all grouped together. Our focus is on individuals with a developmental disability. Below we establish the particular supports needed for job seekers with a developmental disability who face higher employment barriers.

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DESCRIBING THE JOB SEEKERS

Many individuals with a developmental disability can self-place themselves in a job with little support. They are motivated and can learn how to access employers. These candidates have no visible employment barriers and look like any other typical candidate. They are credible enough to get a job on their own.

They benefit from Job readiness approaches. Even though many of these candidates search for jobs by choice, many organizations expect every candidate to go and find a job independently.

A second group is motivated to work but requires a Job Development Structure support for credibility and access to jobs. They fall into two subgroups:

Level 1 (JD1):

People with the ability and motivation but have visible employment barriers (such as physical disabilities, low vision or blind, hard of hearing or deaf). The employer does not see them as viable candidates because of the negative perception of the barrier. They lack access and credibility; a Job Developer must provide these.

Level 2 (JD2):

People who are motivated to go to work, but who have limited ability and visible employment barriers. An employer, because of these ability limits and employment barriers, does not consider these job seekers as appropriate candidates. Access and credibility need to be supplied by a Job Developer, along with a job that fits the candidate's ability.

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The third group of job seekers is comprised of those who need motivational strategies. These people lack the motivation to work, even though they may have the ability necessary to do the job. Depending on skill level and visible employment barriers, this person may not have access and credibility. This option is used to address people who are demotivated about working; it also is used to assist people who repeatedly lose their job.

Mediating Job Criteria
Watch video discussing the importance of matching jobs to the abilities of the job seekers.

Table 1 Describes The Range Of Job Seekers Needing Representation

	Visible Employment Barriers	
	💰 Job Developmental Level 1	💰 Job Developmental Level 2
Ability	✓	Limited Ability
Motivation	✓	✓
Access	✗	✗
Credibility	✗	✗
Employer Perception	Employer has a negative perception- sees them as not viable	Employer has a negative perception- sees them as not viable
Agency to provide	Access and credibility.	Access, credibility and a job that matches their limited abilities.

Allen Anderson, Employment Consultant, DTG-EMP

THE PROPOSED FIX

TRANSFORMING CURRENT PRACTICES TO A THIRD PARTY REPRESENTATION AND A CONSULTATIVE SELLING MODEL

THIRD PARTY REPRESENTATION

Job seekers perceived as atypical by employers, such as adults with developmental disabilities, need Third-Party Representation. They benefit from an approach that does not rely on endless employment workshops, answering job postings, or building a resume. Third-Party Representation is when employment agencies act on behalf of job seekers to find job placements. Their work builds relationships with multiple employers to become a trusted source.

Third-Party Representation benefits employers and employment agencies as well. Employers supported by the agencies and their job developers allow them to hire and retain workers from new demographics in concertation with accessibility, diversity, and inclusion efforts.
The increased success rate for job developers creates satisfaction in their work, increasing their relations, morale and retention rates.

Building Relationships
Watch video on how agencies build relationships between job seekers and employers

RELATIONSHIP/CONSULTATIVE SELLING MODEL

This Third Party Representation approach relies on a **Relationship/Consultative Selling Model** to best determine what employers need and then provide a job seeker who can meet those specific needs. Consultative Selling means that employment service providers must understand the needs of employers, build strong relationships with them and become a trusted ongoing source of employees for the employers. When this relationship is achieved, a successful and sustainable model can be created to provide meaningful jobs for the above demographic and employees who meet employers' needs.

"…regardless of work experience, job development increased the likelihood that a person would obtain a job, and people with no previous work experience had virtually no chance of acquiring a competitive job without job development."

"…when a Job Developer accompanied the job seekers to the job interview, (the job seeker) was nearly four times more likely to receive a job offer than those job seekers who went into a job interview alone"

Carlson, L., Smith, G. and Rapp, A., (2008) Evaluation of Conceptual Selling as a Job Development A., (2008) Evaluation of Conceptual Selling as a Job Development
Planning Process, p. 219

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CHAPTER 2

CURRENT SYSTEM OBSTACLES AND OPPORTUNITIES

This chapter identifies what stands in the way of job seekers with high barriers to employment (JD1 and JD2), an analysis from both the employers' perspective and the employment service providers' beliefs and practices.

EMPLOYERS' PERSPECTIVE

When employers hire through the usual job posting process, they are looking for an ideal candidate. This idealized expectation makes it difficult for candidates with weak resumes, nonexistent interview skills, and often little work experience to compete.

Employers have very low expectations for individuals with a developmental disability. These low expectations are in addition to false perceptions and unconscious biases. Employers typically resist hiring anyone they see as an atypical candidate, i.e., a candidate who looks, sounds, or acts differently than people they traditionally hire. And while many people think that is because of discrimination or because employers feel negatively towards that population, research shows that is not the case.

Employers incorrectly assume greater costs are associated with hiring such workers. Possibility of extra training and supervision. How will the person fit in with current staff, how will work correction be conducted, how will they speak with them, will they understand our culture, etc. These perceived extra costs are the barrier.

Employment Agencies and Job Developers need new strategies to overcome these challenges.

Demand for Change
Watch video on how service providers need to change their approach

THE CURRENT SYSTEM

In Ontario there are between 75.000 to 90.000 individuals with a developmental disability.[4] Employment outcomes of individuals on ODSP (Ontario Disability Support Program) over the years have not improved. Fewer than 2% of adults with disability are referred annually to the Ministry's employment supports, and most dependent family members who are not disabled do not participate in mandatory employment assistance activities.[5]

Others are supported on employment through the 1% funding by the Ministry of Children Community and Social Services (MCCSS), much of this funding will be spent on sheltered workshops or equivalents. Some people might be supported by Employment Ontario (EO) services with funding from the Ministry of Labour Training and Skill Development (MLTSD), but these job seekers usually will be those who need little support and are able to find a job by themselves. An approach that many in the system describe as focusing on, "the low hanging fruits".

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[4] 3.09 Ontario Disability Support Program (auditor.on.ca)
[5] ibidem

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In the current proposed transformation of the employment system, the Ministry of Labour Training and Skills (MLTSD) Employment Ontario initiative is investing billions of dollars in employment supports[6] that still leaves job seekers with developmental disabilities out of the system, out of services and without employment. As mentioned above, the government measures "success" in placing individuals with higher needs of support at only 30% employment. This means that 70% of Job seekers with developmental disabilities are being left behind without justification.

Announced transformations in the employment system and reforms in the developmental services are timid and fall short. Best practices have been ignored. The system fails to demonstrate inclusion and falls short of the Convention on the Rights of People with Disability (CRPD, **Article 27 – Work and employment | United Nations Enable**) Infact, the system adds to the inequity and inequality between families in Ontario.

How the System Fails Many
Since public funding and services do not prioritize employment, they fail to meet the most basic needs of those participants who want to be employed. Today's funding and services encourage segregation and exclusion by design. The current system encourages individual dependence on social services and welfare, contributing directly to the poverty experienced by people with a developmental disability in the province.
Over the years, getting someone ready for work – the supply side – has been given many more resources and power than the demand side – increasing the options to get someone a job.
Individuals with a developmental disability are offered services and employment programs that do not work: long term counselling sessions, self-marketing (resume preparation, interview skills, job search skills), training workshops, multiple mandatory appointments to prove motivation before a job search may be started, and job offers unrelated to the actual candidate – they are offered the only jobs the agency can find, regardless of aptitude or interest.
Service providers design strategies with needlessly low expected outcomes. They do not properly represent the thousands of individuals they are meant to serve - job seekers.

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[6]Canada - Ontario Workforce Development Agreement - Canada.ca

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Individuals with developmental disability and their families are not consulted on the issue of employment, even though they best understand the needed supports for success.

"People with developmental disabilities are usually unable to advocate for their job, but they may be able to contribute and work in unconventional ways to meet the needs of employers. Just as the government supports employment agencies to facilitate employer-employee matching for neurotypical workers, they should meet similar needs for those with disabilities, who are just as worthy of government assistance.

The conventional approach is failing for that demographic; it does not work. The only people employed under that system are the "employment counsellors" who, through continuous failure, are paid anyway!"

A mother in Ontario

Expectations Matter

Low expectations for employment greatly impact the lack of access to work for people with developmental disabilities. It is a crisis that begins in childhood, starting with low expectations from medical professionals through exclusion from educational environments. However, when families have employment expectations for their family members, it is 5-6 times more likely their son or daughter will gain employment in the open labour market.

However, the current system does not have the same expectations of job seekers with developmental disabilities.

FSNE research and focus groups show that, when an individual with a developmental disability approaches employment agencies in Ontario, those agencies say:

They place everyone	**BUT** it is only the highest least barrier people, those with a developmental disability facing higher employment barriers wait and wait and get nothing.
They have lots of jobs	**BUT** they have a small number of employers all filling high turnover entry-level jobs that the employer generally has a hard time recruiting for.
Skill development, self-marketing skills and counselling will get them jobs	**BUT** they and their families spend a lot of time doing this and still get no jobs.
They do not offer jobs to people who are not motivated to work	**BUT** if they have never been offered a job they might like or be suited for, how do you know if they are motivated to work?
It is the job market or employer attitudes that are creating the lack of jobs	**BUT then how are others getting jobs at a higher rate?**

The traditional job readiness models, complemented by supported employment and the use of job coaches, have not worked for people with **employer perception barriers.** Even when they are competent and are motivated to work, they and their families cannot get **access to employment** on their own.

Agencies have had difficulty implementing new strategies based on best practices. The status quo prevails over new, proven, more effective employment models. Why is that? Often it is due to a lack of information about these models and how to implement them.

But in certain jurisdictions, a new vision is beginning to change the job market to meet the needs of the job seekers by increasing the job market share. What does that mean, and how can we get there?

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WHAT DOES A SUCCESSFUL EMPLOYMENT SYSTEM LOOK LIKE?

FSNE research has identified that Employment First policies should be the foundation of the funding. Funding should support practices that use a Consultative Selling Model with third-party representation and fidelity accountability, based on a strong framework, to attain employment inclusive of this demographic.

As revealed in an employer survey conducted on the anniversary of the American Disabilities Act, which was implemented in 1990:	95 % of employers responded they thought people with disabilities should go to work.
The survey also asked: What was the reason people think that 75% of employers said no to hiring a person with a disability?	a. They'll not be able to keep up. -11% b. We just don't have any jobs that they can do -89%.
How did the employers come to that decision? And, when individuals do succeed in getting jobs despite those obstacles, what is the main factor for their success?	

When a **Third Party, whether a Job Developer or the job seeker's parent, acts on this person's behalf, that is the key to success.** Third-party representation means being a trusted source representing that individual to the employer. When you use a trusted source strategy, you try to build a market share of many employers who believe that you offer a benefit to their company.

▶ **Third-Party Support**
Watch video on Understanding Third-Party Support
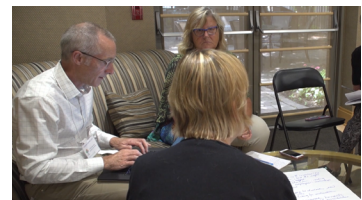
This Third-Party role is best done by professionals and agencies with the skills to become that trusted source with the employer. But the professionals must have the skills necessary to be effective.

What Do Employers Say They Need from Third Party Professionals?
1. Do not sell employers on the candidate's disability, but on what the candidate can do for them.
2. Give employers confidence in the hiring decision. Use the Advocate's enhanced knowledge of the candidate to help employers hire a good candidate.
3. Make employers' hiring process easier - find them good candidates.
4. Make integration into the job better, by spotting problems early, and providing solutions as needed.
5. Ensure a strong work ethic in candidates. All entry-level jobs succeed based on a strong work ethic - Motivated, Reliable, and Dependable

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When employers have decided to hire from this group of job seekers, they are more likely to hire them through an employment agency that supports the employee and the employer alike. Mentorship from other businesses that have hired from this demographic can provide strategies and help scaling up hiring practices.

Understanding Employers
Watch video discussing understanding employers' needs

What Does Consultative Selling and Third-Party Support Representation Mean?

Consultative Selling is a new approach to employment service delivery that is effective for job seekers, employers, and employment service providers. In a Consultative Selling Model, employment service organizations for job seekers with developmental disabilities build relationships with both job seekers and employers. It focuses on employers' needs, relationship building and the process of getting a job. The primary goal is to develop jobs that are mutually beneficial, long - term and sustainable for all parties. This approach focuses on relationships as an essential foundation for successful, permanent employment. In this model, working with employers to discover their needs is equally as important as supporting job seekers to become ready for work.

Managing Perceptions
Watch video on managing perceptions

Organizations that are designed to get jobs for people with developmental disabilities must provide a range of employers (and even a range of jobs from an employer) for the candidates.

Many people with developmental disabilities need a choice of jobs at the beginning of their careers to gain enough experience to make final decisions about where they want to work and the type of environment they want to work in. This is fundamentally no different than any other job seekers – often one needs to try several jobs before one finds the right fit. Recognizing this process will lead to less frustration by all parties and more successful final placements.

This transforms the relationship with the employer into a longer-term relationship, building towards that golden position of repeat business.

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A Paradigm Shift From a Counselling Model to a Consultative Employment Services Model

Employment programs in Ontario have focused on preparing job seekers to overcome their *individual barriers* to employment while not addressing the underlying *systemic issues to getting those jobs*. Many of today's programs fall into the below categories and do not address employer perception barriers.

1. Self-marketing skills training

2. Job development is where the job is identified, but the candidate must win the job competition on their own

3. Participation in competitive job search strategies

4. Hard skills training not directly linked to a job

5. Employment counselling sessions beyond that needed for the immediate job

6. Attending a meeting with an employment counsellor unless attached directly to a job

7. Job trials or unpaid work placements, unless attached directly to a job

8. Career exploration activities, unless attached directly to a job

9. Practice interviews with non-hiring employers unless attached directly to a job

10. Job fairs or reverse job fairs, unless attached directly to a job

11. Aptitude or psychological testing, unless attached directly to a job evaluation of candidates, takes weeks and rarely lands a job.

12. AI-driven virtual platform connects job seekers with disabilities to employers. Job seekers create a profile to showcase their employment skills, and Employers search for qualified job seekers and post jobs.

Many of these practices result from the province's haphazard funding approach and are not based on the needs of job seekers. This has resulted in incomplete, often ineffective employment programs and services that actively contribute to the current employment crisis for people with developmental disabilities.

At its most simple, the transition to employment that is inclusive in Ontario will require a continuous investment of work and funds for:

Capacity building for all stakeholders	Knowledge transfer
Measured-sustainable, scalable-outcomes of Jobs in the Community	Ongoing research

What Do We Know About Successful Employment Agencies?
A Successful Organization:

Identifies employment in the open labour market for the individuals they serve, focusing on those with developmental disability facing higher employment barriers
Knows the job seeker's interest, abilities and needs of support
Does not provide congregated programs of any kind
Understands businesses
Works with diverse stakeholders: funders, job seekers, families, educational communities (schools, colleges, trades….) and employers
Receives funding from a diverse set of provincial and federal system structures
Defines and works around staff skills development
Measures outcomes as a means of accountability.
Provides staff with a set of skills to be effective Job Developers.

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Getting a job looks like:

Getting to know the **job seeker's** skills, interests, strengths, and challenges.
Is the candidate MRD?
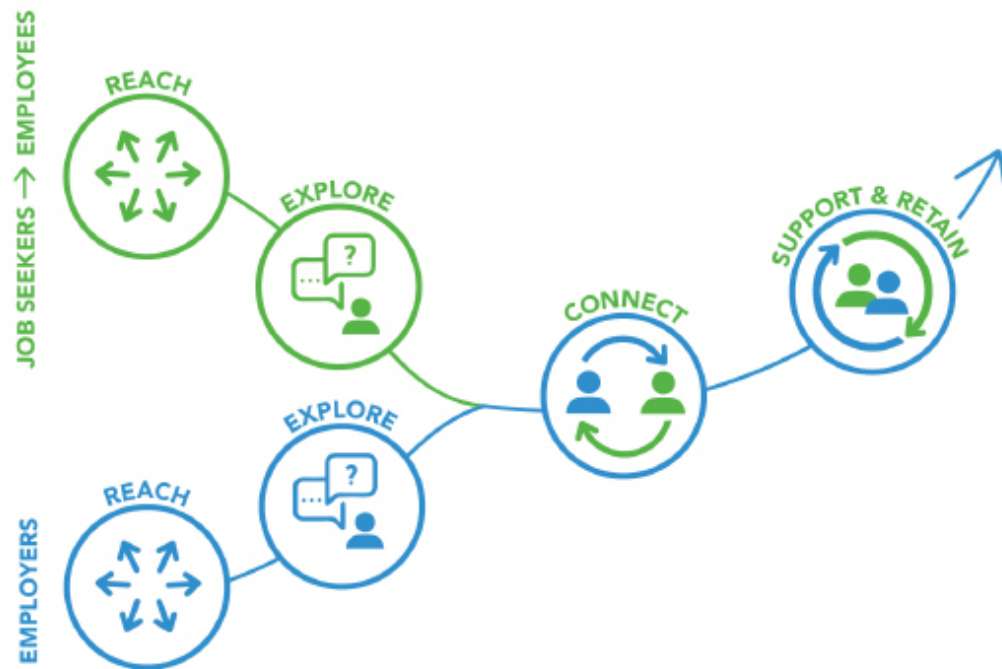
Get to know the **employer's needs,** understand hidden jobs, and become a trusted source.

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Some Principles Of a Succesful Employment Agency Process

1. An Employment Service that is aligned to close the gap between job seekers and employers. Synergy exists between job seekers, job development, employer engagement, job, and employer retention.

2. The agency recognizes job seekers and Employers as their Clients

Job seekers – Need Job counselling

1. Reach to job seekers
2. Intake
3. Know the job seeker - Discovery interest MRD (Motivated-Reliable - Dependent)
4. Explore possibilities
5. Placement and retention support in place

Knowing the job seekers is not about listening to candidate wishes when those wishes narrow the job search too much or the candidate makes choices based in their personal experiences or dreams. They may not have a sense of other opportunities which they would be happy to take if given the opportunity. Job Developers should not hamstring the job search in any way.

Employers – To Build Market Share and Develop Jobs

1. Reach out to many old and new employers
2. Explore & understand their needs
3. Use engagement/job development strategies and capabilities
4. Develop a long-term relationship based on trust

3. Connect Job seekers and Jobs

Represent the job seeker to employers with Third party representation strategies in place to ensure success.

4. Provide Support and retention

It is about the agency having the capacity to do the greatest exploration of the market and offer all types of job possibilities to the candidate, with the provision they can always say no.

Abiding Employers
Watch video discussing the importance of building long lasting relationships with employers

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Benefits of the Model

Clearer and more effective job development for people with developmental disabilities.
Higher Job Developer confidence in the job seeker because the job seeker is in control of what job they take. The more confidence the developer has in that candidate, the more trust the employer has in them as well.
Lower or eliminate the restrictions on who can go to work.
No loss to job seekers when they fail – instead they learn from them to find the right job.
Discover new opportunities that benefit the organization and job seekers.
Quicker, more diverse, and greater choice in employment opportunities for all.
Long term, reciprocal, mutually beneficial, employer relationships that result in continuing opportunities for the Job Developers.
Evolution of the processes so Job Developers continually improve.
Enhanced employment outcomes, both quality and quantity.
Easier job for Job Developers.
More jobs for job seekers.
More and varied employers.
Builds the employer relationship for repeat business - I can have a person not work out and the employer will continue to do business with me.

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Benefits for Employment Agencies

Agencies that place job seekers facing higher employment barriers:

Can create a sustainable and scalable employment model that works for the majority of job seekers	**Organizations that rely on employment strategies, like teaching self-marketing skills or just finding job opportunities that primarily serve people with lesser employment barriers, find themselves in difficulty serving people with more significant barriers.**
	Strategies that work for the top 50% of a barriered population will not often work for the bottom 50%. However, strategies that work for the bottom 50% work for everyone.

Can still place job seekers with fewer barriers to employment.
Have better relationships with the community.
Are portrayed by families to other families as successful agencies and great supports.
Will better meet the targets established by the funders.
Will have built ongoing relationships with many employers.
Become a trusted source for employers.
Will be able to share their experience and become mentors within the system.

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FOR EMPLOYMENT

CHAPTER 3

"It must be remembered that there is nothing more difficult to plan, more doubful of success, nor more dangerous to manage, than a new system.

For the initiator has the enmity of all who would profit by the preservation of the old institution and merely lukewarm defenders in those who gain by the new ones."

Niccolò Machiavelli

"We cannot solve our problems with the same thinking we used when we created them."

Albert Einstein

The solution requires organizational restructuring and new skills development in staff and management. There is a need for employment agencies to switch from addressing the supply side to figuring out and working with the demand side. The organization must change from simply training the job seeker to pursuing work in an unchanging job market. Instead, the organization must focus on understanding how to engage the labour market to discover hidden jobs that meet the needs of the agency's clients who want to go to work.

Job Development is not posting job orders from the open job market or teaching job seekers to engage employers on their own. It is building relationships with employers to secure real opportunities that meet the needs of employers and align with the strengths of job seekers with employment barriers.

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The Job Developer:

- Proactively ensures that employers view job seekers from the perspective of their strengths, not their personal barriers (real or perceived).

- Intervenes at all stages of the hiring decision to substitute, supplement, or complement job seekers' efforts to secure employment.

Key concepts in this shift to optimize the employment services model

While an employment system transformation in Ontario that actively responds to job seekers with a

ORGANIZATIONAL CULTURE

⬇

ORGANIZATIONAL STRUCTURE

Agency's responsibility defined — **Vision** — **Mission** — **Values** — **System and beliefs**
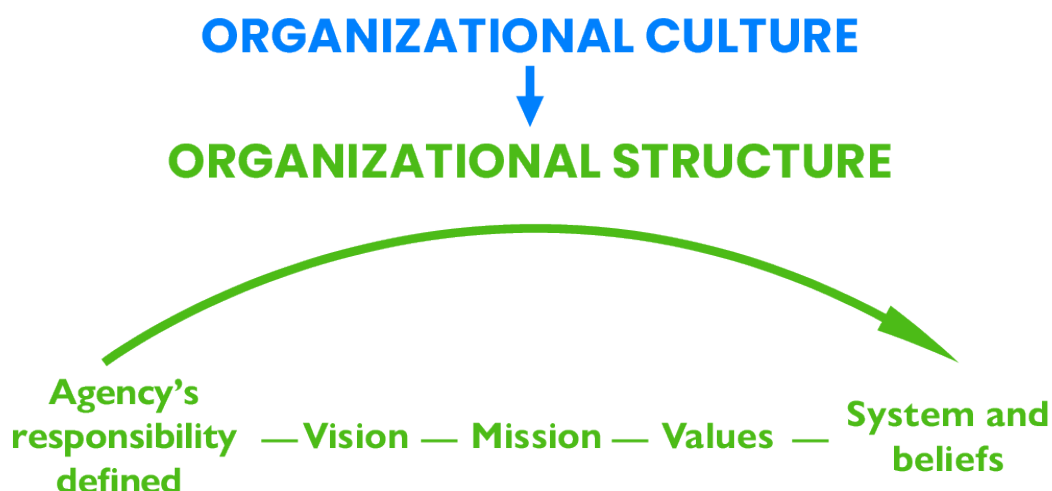
Leadership and Business Proposition

Process and practice of a Consultative Selling Model with Third-party Representation

Organizational Change Requires the following:

- **The organizational structure needs to move from an input-driven to an output-driven organization.**

    If the number of staff engaging the service user is greater than the number engaging the employer, it is an *input-driven* organization dealing with service user in-take. The number of staff engaging the employer should be greater than those engaging the service user. It should be an *output-driven* organization bent on getting employment for all who use the service. This measure applies to the line staff as well as management. **An output-driven organization is the preferred model.**

- **Management and staff skills development**

    The organization needs to prioritize building the skills in all staff that maximize the relationship with employers and lead to a successful outcome. A successful outcome is where the employer hires non-traditional labour, even in the face of significant initial employer resistance. It continues to rely on and trust the expertise of the organization's staff.

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- **Leadership**

    The organization understands the value of change, plans for the change, and supports the development of a new set of skills from staff. Leadership encourages structural transformation and monitors the application of new skills and outcomes.

- **Employment Strategies**

    Job Development practices evolve into Selling Approaches and Consultative Selling Strategies. This approach is uniquely valuable for Job Developers who support employment for individuals with a developmental disability facing higher employment barriers. It should be highly supported by management

- **Staff skills must support:**

    1. Better Engagement with Job seekers
    2. Better Engagement with Employers

    i. Through relationship-building trust
    ii. Through changing their selling approaches

The key change is that the primary skills of the staff move from counselling skills (directed at job seekers) to selling skills needed (directed to engage the employers). This shift transforms how agencies see their work, how they choose and train the people they hire, and the strategies they activate to achieve success.

Promoting Change

In implementing Job Development change, four necessary components stand out:

1. Reason — A compelling shared reason for change
The vision and objectives must support the compelling reason to be legitimate in the present and the future. They must be able to explain:

- What is the compelling reason for the job development change initiative?
- What would the change mean around implementation?
- How does failing to address this need affect the organization's viability and relevance?

2. Expertise — Creating the capacity for change
Change means doing things differently. People must learn new models and skills and have the necessary resources to support that change. A model constructs a unifying process by which skills and needed changes can be utilized, explained, and adapted. Employees are trained to perform new tasks, and managers lead them competently. Staff must learn how to develop targeted selling strategies and undertake effective consultative selling. This includes improved questioning and presentation skills, objection-handling techniques, and other communication skills.

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3. Application — Effectively implementing change requires:
Planning, Review, Accountability, and Recognition

Planning

Change starts with building managers' and Job Developers' action plans to enhance employer engagement. The process begins when new job development skills and practices are used in the field. Management is rarely involved in what happens between the Job Developer and the employer because the action occurs on the employer's "turf", not at the organization's work site. It potentially weakens the job development effort if the manager cannot assess how the process is applied.

Review

The second element of success in implementing change is effective reviews. Short, medium-term, and long-term targeted reviews are essential to any change process. The effectiveness of employer engagement by the Job Developers should be part of these regular reviews to determine if plans are working. These reviews need to be undertaken at the level of individual Job Developers as part of their performance reviews and to guide training and skills development.

Accountability

Accountability is part of a cultural challenge. It will flounder if people are not held accountable through formal mechanisms to employ the new approaches. Everyone must feel accountable for success, from the most senior to the most junior in the organization.

Accountability
Watch video discussing accountability

4. Progress — Keeping it relevant.
Real progress is achieved when a new job development approach goes beyond just being an initiative in parts of an organization to a systematic way of doing business throughout the entire organization.

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**New vision and mission statements to guide the activation
of the new employment services structure**

Organizations need to build their structure for service delivery around these key ideas to drive organizational change:

- Expertise creates the capacity for change
- Use the compelling reason for the change, and
- Identify the problem that needs to be addressed.

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They will redefine the below:

Organizational structure

i. Who is the client?
The Job seekers and the Employers vs. today, where the real client is the government.

ii. What is the Purpose of the Service (Employment Agency)?
Every job seeker, regardless of disability, is supported for employment opportunities and most of them get a job in the community within a reasonable time frame vs. today, where the agency must respond to targets placed by funders (again the government).

iii. What is the Vision & Mission?

Vision: is having more people with developmental disabilities move to employment in the open labour market, gaining independence vs., today, being caught in a dead-end cycle of useless exercises

Mission: supports communities (i.e., employment stakeholders) to welcome and include individuals with a developmental disability as valued and contributing citizens. Through policies and practices, they aim to develop real employment that is inclusive for all. This differs from the current approach content with going through the motions, expecting job seekers to change and accommodate the workplace, and not caring about actual job placements.

Job Developers, Job coaching and Management

Job developing practices evolve into Selling Approaches

Historically, employment service agencies predominantly have used a contract/transaction selling model. They need to move to a consultative/relationship sales model.

Difference in Selling Strategies

Transaction Selling	Relationship selling
You describe the candidate and their potential to the employer hoping this hits a mark.	You ask the employer about the problems they face and offer to build a responsive solution.
The employer focuses on the candidate's skills and decides to hire based on how well the candidate is described (e.g. resumes).	The employer focuses on you as the representative of the candidate and whether they trust your understanding of their needs.
You try to convince the employer that whatever skepticism they may have about your candidates, is misplaced and untrue.	You are open to embracing employer skepticism and viewing it as something you will solve when you select the candidate that you will present later.
Your job is to convince a skeptical employer your candidate is what they are looking for.	Your job is to get the employer to open about the job they want done and then to recommend a potential solution.

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Relationship Selling is Easier than Transaction Selling:

- You know the job needs before you present the candidate, making the match easier
- The employer trusts you so they will trust your recommendation, lowering skepticism
- There is no sell until you know that you have a solution
- You appear to be working with the employer and not just advocating for your client

The transaction selling model is what most agencies are familiar with and use. It doesn't work for the job seekers with a developmental disability. Because so many of their attributes are not recognizable (through a transaction, through the resume, through the history of work, through the interview process), to the employer, the employer will see them as atypical and not hire them.

This model is very bad for people who need job development assistance as it not only does not help them acquire work, It essentially blames them for their lack of employment, i.e. "You are just not skilled enough to get a job even though we have trained you".

When employment agencies use this strategy for the above job seekers it isolates job seekers and alienates employers. Candidates may need three to five jobs before finding the right fit. For example, when an agency has gone to every employer in that town and had no success, employers would say, "these people are as bad as I thought they were". And the whole market begins to shut down.

Through transactional selling, the candidate is generally oversold. Or they were subsidized, and once the subsidies stopped, the candidate no longer provided real value. And so the employer rebels against dealing with this different kind of candidate and the agencies because it turns out they are more costly and were sold something they didn't need.

Substitute Transaction Selling with Relationship Selling

In relationship selling, there is no "selling" the candidate. It determines the mutually beneficial needs among the Candidate, the Job Developer, and the Employer. In this way, a mutually beneficial relationship is built. In developing the relationship, the Job Developer will understand the employer's needs and become a trusted source in their quest for job seekers.

As the Job Developer knows the candidates they are working with, using their relationship as a trusted source for employers works the best. The Job Developer brings the employer client to see the main qualities they need in a worker are Motivation, Reliability, and Dependability (MRD). The job seeker client and the Job Developer will explore the vastness of the labour market to **find or create the right hiring opportunity for them.** The job seeker is valued because they want to go to work, not by the level of competitive competencies they have achieved.

Developing management and staff skills in relationship selling becomes the keystone to success in placing people with significant employment barriers in sustainable jobs.

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While teaching staff job development skills is very important, it may not be enough. Job coaches will also be needed in a proactive role to:

- help job seekers in the process of self-discovery in relation to independence change in their lives,

- clarify their needs of support around employment,

- evaluate if they are MRD,

- provide motivation and work training if needed, and

- help them to manage on their own in the working environment on their job while being able to analyze and understand consequences of their choices.

Staff must have no doubts about the possibilities of someone going to work, but just as a matter of where and when. Managers must also create an environment for staff to successfully implement these skills and stay motivated. These managers play a critical leadership role and require a practical, productive, and effective system that they can learn quickly and implement immediately to meet present and future employment outcome goals.

The Optimize Employment reference is an example of a suite of job development training programs designed specifically for organizations that assist job seekers with employment barriers to secure and retain employment. It focuses on recognizing that, without effective job development, many job seekers will never be employed.

Evolution Group Inc.©

> ### What management and staff skills are needed to implement the shift?
>
> The primary skill set is consultative selling which will be discussed in the next section.

HOW DOES THE JOB DEVELOPER BUILD A CONNECTION WITH THE EMPLOYER?

Managers and Job developers are a fundamental piece of the employment model proposed here. Identifying their role, skills and responsibilities in providing services will help implement better practices.

Process and practice of a Consultative Selling Model with Third-party Representation

Agency → Resources < Economic / Human → Managers / Job Developers / Coaches
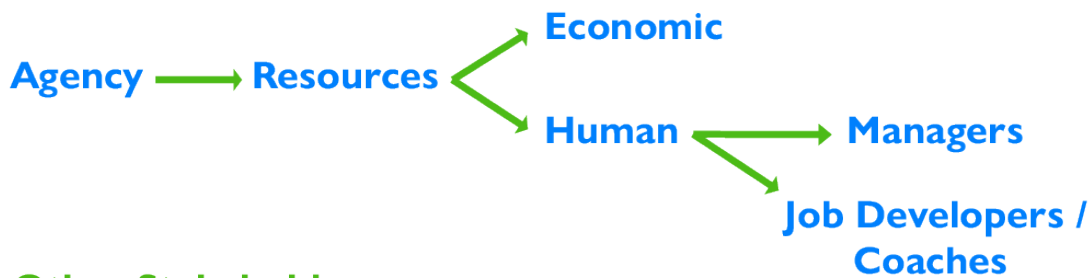
Other Stakeholders:
- Jobseekers / Candidates
- Families
- Employers

Consultative Selling

Consultative Selling has four steps. They are:

1. **Prospecting** – finding the right employer and securing an appointment.
2. **Needs analysis** – massaging the employer's needs to fit the available candidates.
3. **Selling** – presenting the candidate so the employer makes a positive hiring decision.
4. **Follow-up** – ensuring delivery and generating follow-up business.

The how-to of these four steps is the crucial element needed to make job development work for people with significant employment barriers. Management needs to be able to support and enhance consultative selling skill sets.

The Job Developer's Role

The professional Job Developer's role is not just to find jobs but to find and secure jobs that fit the needs of the populations they are tasked to work with – job seekers and Employers. Finding jobs which no candidate fits is the same as having no jobs for their candidates.

A professional Job Developer needs to:

- Find jobs for clients, rather than clients for jobs.
- Build relationships with employers, rather than complete transactions.
- Use non-competitive strategies.
- Understand employer's needs before you sell.
- Stay "top of mind" for more business.

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The message to employers must be "If I understand what you're really looking for, then I can get you somebody that is going to be effective at what you need to have done." Employers usually have a wish list for the people they want to hire. Here the job developer will need to massage that list to where their candidates will be effective in the role.

A Job Developer gets to know the employer and what they want before presenting them a candidate. This is the key. At that point, the Job Developer can move what the employer is looking for so it's closer to what their candidates can handle. Essentially, the employer buys into the Job Developer first and hires the suggested candidate with a developmental disability, as a result of their trust in the Job Developer. So, the Job Developer must deliver an actual service and candidate that's going to be effective for the employer at the level that the candidate can perform.

The Job Developer will not expect the candidate to perform at a high level because many candidates will need to start out at a basic level.

The Job Developer will not promise the employer any differently either.
The hope is the candidate will develop their skill capabilities as they work in the role.

Comprehensive Approach
Watch video discussing employees lack of experience

Prospecting for jobs that have not yet been posted is the key to the front-end work that Job Developers do to find employers who might hire their candidates. The job is available, but they haven't decided who will take that job yet or the level of the person who will take it. They haven't put it out to the public yet. The Job Developer wants that employer. When they're at that level, almost all the hiring is based on trusting the referring agent. This is very different from applying through a competitive process where the candidate is measured against every other candidate.

How does the Job Developer have the employer believe that when they pick somebody, it's in their best interests, as well as in the best interests of the candidate? Trust is built through a needs analysis, where the Job Developer focuses on learning about the job, not talking about the candidate. The key is not asking questions about the candidates employers want to hire. Do not ask: What's your ideal candidate? Who would be the best for this job? What type of person are you looking for? Etc. Those questions focus on the candidate instead of the job. Do not have the employer lock in a perfect candidate that cannot be provided later.

Once the Job Developer discovers what the job entails, they need to lower the employer's expectations. Determine what the **minimum requirements** are for the job, not what the perfect candidate could potentially do. Instead, a Job Developer discovers what that employer needs and reframes it to what they can reasonably get in this situation. Then they select candidates who can match that reframed job.

In this process, the Job Developer gains the employer's trust by talking to them about what they want. In the beginning there is no selling at all. This results in the employer being more open to the Job Developer selling to them later.

The Job Developer goes back to their candidate. Now that the Job Developer has found out what that job is and has reframed it, they ask the candidate to prove that they can do it. The Job Developer has tactical information that the candidate can practically reply to. The Job Developer will give that candidate support, help them articulate their answers when they can't, and give them a chance. If the Job Developer is satisfied that the candidate is willing to try it, that's when they go back and sell that candidate for the particular job to the employer.

The real sales feature of many people with developmental disabilities is their consistency. The regularity of their attendance and their ability to stay on task and be focused on their work is unmatched. They are Motivated, Reliable and Dependable. The Job Developer will want to present work ethic as a prime feature of their candidacy.

It's challenging for Job Developers to move out of the traditional advocacy role, where they try to convince employers to change their minds or to believe in the 'cause'. That is not effective. Job Developers are more effective in getting an employer to believe in a good candidate for a particular job. If the employer trusts the Job Developer, they are more likely to believe them.Finding good job candidates is always hard for employers, regardless of the candidate's level of ability or disability. With a trusted Job Developer, employers know they will get support in that hiring process.
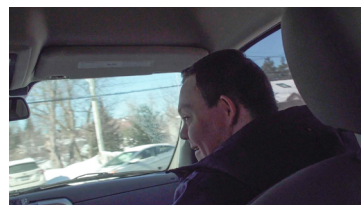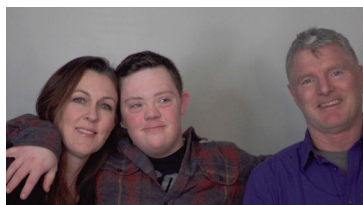
CHAPTER 4

IMPLEMENTING THE SHIFT: STRATEGIES THAT WORK

The Job Developers' challenge is how to make generating employment outcomes for people with developmental disabilities easier and more effective. They need to realize that if they don't invest in the front end (work with the employers before posting jobs), their job will be very hard. Job Developers have to create a market and acceptance by the employer. If they forge relationships with employers and build repeat business, the job becomes much simpler over time.

The back end is easy once that's done, but most organizations have not done it that way. They continue to do the same work repeatedly, which burns the Job Developer out. A professional Job developer is in regular contact with their pool of prospective employers to see if they're thinking of hiring. Otherwise, the market for their candidates doesn't grow; it shrinks.

What strategies make the Job Developer's job easier and more effective? How do we get people to ensure that they are maximizing their value as human beings? That desire for meaningful work makes Job Developers commit to the ongoing struggles they will face dealing with any employer. How do Job Developers engage employers so that they will be more receptive to a population that they would have considered atypical?

Holding Market Share
Watch video on how to hold market share

Job Developer Strategies

Random Lead Generation
Expand Opportunities with Good Questions
Universal Needs Question
Seed of Doubt Question
Confidence
Managing Perceptions
Make Breakdowns into Golden Opportunities
Employer Verbalization
Deal with Objections

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Random Lead Generation

Job Developers need to break into the hidden market to offer choices to their clients. They must look for things that are not announced in traditional ways, jobs that they have never heard of that their candidates might want to pursue.

An example from Georgia. Six people were hired from the Center of the Blind to make prospecting calls to employers randomly. They got a directory from the state of all the employers in the state and dialled them all and would talk to whoever answered the phone to identify any job leads. And then they would ask them five questions:

1. Are you hiring? Yes or No
2. What is the job? Job title or description
3. Who is in charge of that? Name and contact information
4. What is the rate of pay? Looking for a living wage
5. Have you advertised? Hidden or open Job Market

If to the first question "Are you hiring?", they said no, they would hang up and move on to the next employer. If they said yes, they talked to the receptionist.

A Job Developer would make 200 of these calls a day. In Georgia, they were making 1200 calls a day. They ended up generating 3000 leads a month. The Job Developer must look at the lead. Where is this company? Who are they hiring? And see if they have a candidate that fits. The Job Developer needs to get an appointment with the employer, especially if they haven't gone competitive, before they advertise the job. There's a high likelihood, because they are first in line, that they're going to look at your candidate at a very serious level.

The last question is the most important one, "Have you advertised?" Is this job in the public domain, is this a competitive job or a non-competitive job? If they haven't advertised, assume that it's a non-competitive job and that's the one to look at first.

Make a list of 200 companies and call them and see what percentage of employers will say, yes, we are hiring, and it will often be the receptionist who answers. If asked, say the truth, "it is a survey with employers, trying to find out who's got jobs."

Expand Opportunities with Good Questions

Opportunities for people with developmental disabilities may not reveal themselves on their own. Questions may need to be asked.

- Seed of doubt question: "In jobs like this sometimes you can't have both high production and steady attendance, if you had to choose one which would be the priority?"

- Minimum needs: "What things are fundamental to driving the success in this job?" Sometimes the issues you can solve are dormant or the employer has not given them much attention. You need to call attention to the potential issues.

- "We are good at building customized solutions to unique employment issues. Are there any work issues that your staff or you have been struggling with, that you may want us to see if there is a solution?"

Universal Needs Question

Not all employers will have the jobs needed for the job candidates. Search for these opportunities with a "universal" question to reveal opportunity:

- "We have candidates who specialise in routine, simple jobs. Do you have any opportunities where someone like this would be a benefit to you?"

- "What are the simplest jobs here and how easy is it for you to find long-term employees for those jobs?"

- "If I had people who would stay longer in simpler, routine jobs, would that interest you in any way?"

Seed of doubt question.

This is a wonderful strategy because it's very thought provoking. Make the employer say, "Oh, never thought of that", the job developer's value in their eyes goes up. This is a very common strategy in consulting because it shows the other person that the job developer has more information than they do and therefore they will be interested in talking to them.

Planting a seed of doubt, will look like "Sometimes you can't have both high production or high production and steady attendance. If you had to choose one, which would be the priority?". Raise the notion that this person already knows that even though they're asking for high production and steady attendance, it's just something that doesn't often happen. This causes them to say, 'okay, yeah, all right. I doubt my last position. Maybe therefore I'm open to a different position.'

Now there can be a discussion around this. 'If I have to take one, it's going to be steady attendance' Then I have something to talk about now with them because my candidates have steady attendance, which will give me a place to position the people I'm going to present to the employer.

Minimum needs.

This is a must-have question in all engagements with employers. Whether one is dealing with hiring professionals or at an entry level where employers are hiring unskilled positions, this same minimum needs question gets asked.

The key is talking about the minimum needs of the job and not the candidate at all.

Key Employer Needs – Play the C.A.R.D.

! Capable	**—The person can complete tasks to the employer's minimum requirements.**
! Available	**—The person is to start work immediately or when the employer needs them.**
! Reliable	**—The person will be at the job every day, on time, and ready to work.**
! Dependable	**—The person will stay on task and work to the best of their ability.**

Confidence

Confidence is the key to all hiring decisions and effective job development. The more confident the job developer is, the more confident the employer will be in the job developer.

Gain confidence by:

- Knowing the job **before** selecting the candidate

- Reviewing the job needs compared to the attributes of the candidate to ensure they can do the job

- Knowing how the job developer will support the employer and candidate once the person is hired

Managing Perceptions

All hiring decisions are based on perceptions and not in reality. Employers can only guess if a candidate will work out when they hire them. The Job Developer needs to move the employer's perception of the candidate from negative or neutral to positive.

To do this:

- Get the employer to trust the Job Developer through the Relationship Selling methodology

- Believe in the candidate's MRD – Motivation, Reliability, and Dependability

Make Breakdowns into Golden Opportunities

- Prepare for the job not working out. If it doesn't, consider this an opportunity to learn more about the employer and what they need and, to learn more about the candidate and what they need to move on. This gives the job developer confidence in the processes and changes employer perceptions that this is a risk worth taking.

- Candidates with a developmental disability may need from 3-5 jobs to settle into their career path. Create a transition strategy, like providing lifetime support for candidates. Move away from the fiction that the first job is the charm.

▶ Continuing Efforts
Watch video on how jobs don't always work out

Employer Verbalization

1. Get the employer to trust the job developer first, not believing in the candidates or the worthy cause.

2. Get the employer to identify basic work habits as priority needs in the position.

3. Get the employer to say they will look at the job developer's proposal.

4. Get the employer to ask the job developer questions about the specific candidate and not general candidates from this population.

Deal with Objections

Recognizing Objections

Job Developers know an employer is raising an objection when one of two things happens:

1. The employer disrupts the flow of their presentation

2. The employer refocuses the conversation to another topic at a time when the job developer was not focusing on this point

Anticipating and Forestalling Objections

- Introduce a commonly held objection
- Outline why this does not apply to this case
- Outline how the job developer has overcome the negative implied in the objection

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Sample Comments Given By a Job Developer:

"Employers commonly hold the perception that people who are receiving TANF are lazy and do not want to go to work. While that may be true sometimes, let me tell you about the people we work with."

"The folks in our program are trying to leave TANF and start their working lives again. They have been out of the work force for a while. They need someone who will look at what they can do and not worry about the fact they have not worked for a while."

"I want to talk to you about people who want to move ahead and see if that holds any value for you."

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An enhanced Employment Outcomes System is based on negating employer's "negative perception" through communication and selling skills.	
We showed:	
• **Four steps in a marketing strategy**	• **Employment marketing is based on the concept of "exchange"**
• **The value when hiring is determined in the NOW**	• **Random lead generation builds market share**
• **Features and benefits are the best means of talking about employment solutions**	• **Anticipating and Forestalling objections**

WHERE TO GO FROM HERE?

If MRD people with a developmental disability are not getting work, it is the process you are using to get them jobs at fault, not the attributes of the candidates.

A shared vision of success

Our vision is that, in the next 8 years, at least 80% of individuals with a developmental disability will have employment opportunities, with at least 60% of them landing a job in the community. To achieve this, means providing effective employment support services for all who need them.

Having a paid job in the community makes it possible for adults to move out of the welfare system, out of day programs, out of sheltered workshops, out of never-ending training programs, and out of government-funded group homes. This move will result in a decrease of dependency on such dead-end developmental disability services and programs and into meaningful work and lives.

ACRONYMS

AI Artificial Intelligence

EO Employment Ontario

ESL English as a Second Language

FSNE Family Support Network for Employment

JD 1 Job Development 1

JD 2 Job Development 2

MCCSS Ministry of Children Community and Social Services

MLTSD Ministry of Labour Training and Skills Development

MRD Motivated-Reliable-Dependable

ODSP Ontario Disability Support Program

RLG Random Lead Generation

ROI Return On Investment

TANF Temporary Assistance for Needy Families in the USA

ANNEX I

What should employment agencies using the Consultative Selling Model with Third Party Representation support look like?

Organizational Principles

ORGANIZATIONAL STRUCTURE

Domain	Description	Guiding Principles and Practices	
The Organization	The agency defines itself as an employment service-directed agency that supports expanded job market penetration. It secures employment opportunities for individuals with a developmental disability, including those facing higher employment barriers - with many getting jobs.	1. It has defined the purpose of its service as an Employment Agency. 2. Job seekers and employers are identified as their clients. 3. Every job seeker, regardless of disability, is supported for employment opportunities. 4. Most clients get a job in the community within a reasonable time frame. 5. The agency can respond to targets placed by funders.	• Input vs. Output-driven organizations: In an input-driven organization dealing with service-user intake - the number of staff engaging the job seekers - is greater than or equal to the number engaging the employer. If the number of staff engaging employers is far greater than those engaging the service user, the organization is output-driven, bent on getting employment for all who use their service. This measurement applies to the line staff as well as management. • Accountability tools: The agency has structured measures on employment outcomes for all clients.
Organizational Culture	The organization: • Appreciates its responsibility to provide employment solutions that are inclusive, sustainable, and scalable. • Provides solutions for all job seekers, focusing on those with a developmental disability facing higher employment barriers, regardless of the level of disability. • Acknowledges the importance of creating a life path for job seekers with a developmental disability equivalent to their peers without a disability.	1. The organization only provides support that are inclusive in the community. 2. It has no congregated or disability focus programs and services. 3. It builds a selling response to supply-side (businesses/employers) needs as its focus. 4. It defines its strategy as a relationship-selling format, offering a solution to the employer while addressing the candidate's needs. 5. Agency focus is on the 'sale' to the employer (assuming an MRD candidate) and not on 'improving' the service user. 6. The agency has put in place significant steps to expand the potential of its employment services. 7. Expansion builds on what is already in place and the innovation management can bring to this effort.	• If a person truly wants to go to work, the organization's role is to figure out how to position and sell them to the employer. • The organization identifies areas where it thinks improvements or innovations can have a greater impact locally. • Articulates well its reasons for the change in today's practices. • Works to decrease internal resistance to moving away from current models.

FAMILY SUPPORT NETWORK FOR EMPLOYMENT

ORGANIZATIONAL STRUCTURE

Domain	Description	Guiding Principles and Practices	Defining/Measuring Outcomes and Propositions
Vision	Job seekers, regardless of their disability, are provided with effective employment support services according to their needs.	1. The agency is prepared from the start to work with all service-user levels, including those with significant employment barriers. 2. Better use of economic and human resources to support a high number of job seekers still looking for a job. 3. Understands the need to transform its services to achieve employment for all. 4. Identifies the organization's fundamental plans to deliver ambitious, achievable goals in the short, medium, and long term.	• In the next two years, at least 80% of individuals with a developmental disability facing higher employment barriers who access its services will have employment opportunities, with at least 60% landing a job - thus gaining independence. • It provides services and opportunities from the employment equation's supply side (businesses/employers). • Uses strategies that work for all service users, including those with significant employment barriers and others with more modest ones. • Focuses on new process development, supplemented by targeted strategies for select service users.
Mission	Supporting communities (e. g. employment stakeholders) to include individuals with developmental disabilities as valued and contributing citizens.	Through policies and practices, it aims at developing employment that is inclusive for all.	• Policies and practices are based on Employment First Principles. • Practices have elements of a Consultative Selling Model with Third-party Representation.

Values system and beliefs	Inclusion is the core value that drives the organizational structure and the services it provides.
	
	The organization takes on a leadership role in employment with a vision of placing everyone.
	
	It provides unique services and opportunities from the supply side (businesses/employers) of the equation.
		1. Inclusion is a core value reflected in its services.
		
		2. It is committed to:
		  • employment as a means of inclusion
		  • real work for real pay across various industries
		  • commitment to serving clients with diverse challenges and abilities
		  • employment for all, regardless of (dis)ability
		  • scaling sustainable best practices so that no one is left behind
			• The organization does not provide any segregated and/or congregated programs.
			
			• With an enhanced employment service focus, the organization takes full responsibility for the demand side (job seekers) of the employment equation.

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Domain	Description	Guiding Principles and Practices	Defining/Measuring Outcomes and Propositions
		3. Addresses the multiple needs of the client population with a variety of selling and employment options, thereby making the agency relevant to the full scope of service users.	
Resources	Efficiency demands better use of economic and human resources to support a high number of job seekers who have been left out of employment opportunities. Economic and human resources are used to implement Consultative Selling with Third-party Representation model, which is sustainable and scalable.	1. Employment agency staff has marketing knowledge/expertise. 2. Staff builds relationships and trust with employers. 3. Staff changes hiring criteria within employers. 4. Market share value: the agency has a large number and diverse pool of employers. 5. Scaling up is possible by: • replicating with the same level of individual support • learning from unexpected partners • celebrating and disseminating success • generating a business model • monitoring and evaluating.	• Funding is used to support moving employment practices from a job readiness (supply side) model to a job placement supported (demand side) model where: • outcomes are independent of candidates. • there are both adequate and enough supports. • it is not about the disability but the employment agency taking responsibility. • Resources are spent on building the organization's and its staff's capacity to operate under a Consultative Selling model.

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ORGANIZATIONAL STRUCTURE

Domain	Description	Guiding Principles and Practices	Defining/Measuring Outcomes and Propositions
Leadership	Heads of the agency inspire others to share: • the vision of employment that is inclusive of job seekers with developmental disabilities. • the value of inclusion of individuals with developmental disability and their families. They work to: • Empower people • Inspire people • Lead the change	Heads of agencies believe in Employment First as the option for any adult with a disability regardless of the level of support needed. They have answered the questions: 1. What is the compelling reason for a transformation of their job development initiative? 2. What change is needed for adequate implementation? 3. Will the organization's viability and relevance be affected if employment for every job seeker is not addressed?	To achieve employment in the open labour market for all, heads of agencies have diverse strategies in place: **a.** Multiple job strategies for those who learn to be successful only after having a real job experience that has failed. **b.** Immediate jobs for people in financial dire straits. **c.** Short-term jobs for people still deciding to work. **d.** Work experiences geared towards learning or trying out jobs. **e.** Internships for job seekers with postsecondary education to get them started. **f.** Employer interaction with self-placers who pitch employers before a job offer. **g.** Job carving and customized employment opportunities. **h.** Job placements or job trials. **i.** Third-party support for those with higher employment barriers.

ORGANIZATIONAL STRUCTURE

Domain	Description	Guiding Principles and Practices	Defining/Measuring Outcomes and Propositions

Business Proposition	The organization expects to have existing and future resources to achieve maximum productivity in employment outcomes for candidates with developmental disabilities facing higher employment barriers.
	
	It recognizes that the employment equation has two customers: the candidate who wants to work (demand side) and the employer who wants to hire (supply side).
	
	To both, it provides a business proposition (e.g. what is the problem and how the organization can solve it effectively).
		Has confidence in doing business with both clients (supply and demand sides):
		
		1. The business proposition stresses the service expertise of the agency and not the candidates it serves.
		2. It will not be possible to meet all employer hiring needs. This should not deter it from still offering a positive hiring business proposition, as all businesses choose who they can serve.
		3. It is the agency that creates the balance between the candidates it has and the needs of the employer it can meet.
		4. On the candidate front, it states that its new vision is to significantly increase the number of people with developmental disabilities facing higher employment barriers who get work through its services.
		5. This statement and the ensuing service advances will be what make people confident to use the agency's services.
		6. Service developments that allow it to assist all, will give staff the confidence to serve these clients.
		7. Confidence in the tools that the agency has to achieve the results that it wants, makes the system work.
		8. The more the agency generates confidence in what it's doing, the easier it is for job developers to represent their clients and for employers to buy into their model.
			The agency has answers to the following questions:
			
			    a. What are the primary business problems, from the employer's perspective, that it can solve?
			
			    b. What model will it use to outline and demonstrate its problem-solving expertise?
			
			    c. What tools does it use to deliver the business proposition that adds value to the employer?
			
			The agency can articulate "why" it exists:
			
			"This is what I believe in, and why I do what I do, this is the unique way I do it, and this is the product that will deliver this result for you."
			
			It can build propositions not founded on the best candidates but in the best services.
			
			For employers, it might look like this: *"We are experts in helping employers hire effectively, minimizing their hiring time investment and turnover with new employees."*
			
			Powerful motivators for businesses when they hire from this diverse workforce can be:
			
			• Increase the supply side of employees with a group of job seekers from a new demographic
			
			• Improved retention
			
			• Improved productivity
			
			• Reliability
			
			• Enhance workplace culture
			
			• Customer loyalty
			
			• Innovation advantage

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ANNEX 2

Key Concepts in Process and Practices

Consultative Selling Model

Agencies use this approach to get jobs to better fit available candidates.

This model includes the following changes to how the agency sells to employers:

• Stop focusing initially on selling the candidate's competencies to instead selling the competencies of the job developer to truly understand the hiring needs/problems of the employer at that moment in time.

• Approach each job opportunity as malleable such that the agency could exert influence over the final decision on the hiring needs.

•The agency stops taking job orders and starts developing jobs by influencing primary hiring needs to get jobs that better fit the available candidates. This is a necessary strategy when working primarily with individuals with fewer skills that do not measure up to traditional job orders.

• Agency avoids the open job market and concentrates on the hidden job market to avoid competing with others. When candidates with a disability are compared in job competitions to candidates without disabilities, they generally lose.

• Move to a first-in-line strategy for jobs that the employer has put out for competitive applications. Win these jobs by being there first and having a viable candidate – not winning a competition with the best candidate. This approach is consistent with research that indicates that 90% of all jobs are filled by serendipity, connections, or requests to apply and that only about 8% are won via open competitions.

• Gain easier access to the hidden job market and create greater choice in job opportunities. Agency can put in place a Random Lead Generation (RLG) prospecting project. RLG is to identify, more quickly and with greater variety, potential jobs in both the hidden and the open job market. The RLG jobs identified would be matched to a candidate placement list and one would chase only jobs for which you have potential candidates.

• Secure repeat business. The long-term strategy is securing repeat business. Repeat business automatically puts in place the first-in-line strategy used with RLG. Repeat business also gives greater flexibility with employers, as they would know the agency, respect the partnership with it and are open to new types of hiring decisions that would significantly benefit more barriered candidates.

• Focus on engaging targeted employers based on the candidates available.

• Move away from cold calling or job orders that were not targeted to identify candidates wanting to work. Hunting for candidates after a job is time consuming and has a poor ROI (Return On Investment). Time is the most important commodity in job development. Chase employers with more appropriate jobs for candidates one already has.

• Move away from predicting where candidates can go to work to guiding prospecting activities. Instead of looking where one thought a candidate could go to work (exception being targeted professions) look for jobs everywhere. Predicting where and which candidates could go to work limits the perspective on the volatility and potential of the labor market.

Manager Skills

Managers are made responsible for staff's performance and given the tools needed to train, coach and support staff, or help staff who are not performing to exit.

Strategies agencies embrace

1. **The selling processes** put in place are built to address the needs of both candidates who have the capacity to help in their hiring process (can do good interviews), as well as those candidates who have no capacity to help in the hiring process. Selling strategies work whether a candidate can or cannot do an interview, has or has not got a resume.

2. The use of random lead generation opens the job market without predicting where candidates will go to work, while a targeted process could also be put in place for particular candidate challenges.

A good combination is using random lead generated leads in combination with an indirect prospecting technique that targets harder to serve populations. Indirect prospecting techniques only alert the employer to call you if they have an interest in what you are offering.

3. The supply and demand sides must build a new system of thinking and working together to maximize synergy and not diminish resources.

For example, there are 200 plus job coaches/ vocational rehabilitation counsellors and about 35 – 40 job developers plus potential contractors. The supply side is handling a lot of cases, many of which it will need to hope will find their own jobs as there is not enough capacity on the demand side to address the intake handled by 200 plus counselors. In the existing setup the supply side is still geared towards traditional "job readiness" will work. The truth is that it will not work for the majority.

4. Look at the method's efficiency in serving the entire continuum of people with employment barriers; the time efficiency of ROI (Return On Investment) and the immediacy of generating jobs given that these particular candidates require jobs now and not in the distant future.

5. Development of selling strategies might need to be put in place:

   • Centralized job development activities and managers dedicated to job development sales activities in one division. In the previous decentralized model, job developers might be doing work not directly related to getting jobs and thus, productivity might be low and sporadic. The agency can implement a sales management leadership model to focus all job development activities on contact with the employer.

   • Also, something to put in place might be an accountability structure and training regime to facilitate existing and new staff growth to achieve agency goals. Managers should be responsible for staff's performance and given the tools needed to train, coach and support staff or help staff not performing to exit.

Managers are knowledgeable about the selling skill sets and can support staff in following their selling skill sets and techniques explained under Staff-Job Developers/Coaches below.

Staff (Job Developers /Coaches):

Their job is to increase the number of employment opportunities it can target that better reflect the candidates available.

Staff has skills defined for their role as:

1. Job Coach (or equivalent) to work directly with a job seeker.

2. Job developer (or equivalent) to work on Employer engagement.

They benefit from selling skill sets and techniques to Gain Market share.

Expectations would be at least 25 employers per job developer and 100–120 placements per year capacity per job developer. Their job is to gain most of their market share in the initial 18-24 months of employment. For candidates who require specialized placements (generally candidates with more skills limitations (developmental disability), or more significant employment barriers (the blind), the number of jobs per job developer/per year has a sharp drop. As these populations come to the fore of the agency, the agency will need more job developers or job development capacity to address these populations' needs.

The organizational environment support job development efforts

- Staff are required to or motivated to implement the skills they learned.

- Staff knows what to do when their job development efforts fail, and they do not give up.

Staff:

1. Is Knowledgeable on the four steps in the consultative Selling Model: prospecting, needs analysis, selling, and follow-up.

2. Gains market share.

3. Increases employment outcomes for all potential service users by focusing on the demand side and working with employers.

4. Professionalize their job development sales force. Achieving employment goals largely depends on these job developers' work and results.

5. Has job developers build personal performance enhancement plans to increase the number of candidates going to work and the number of new employers secured to meet agency goals.

6. Transfer the consciousness and responsibility to design, implement and evaluate these performance plans to the individual job developer, though monitored by the manager. Have a feedback loop as to why these plans are succeeding or failing. With failure, indicate a timeframe (generally two weeks) for plan adjustment or for reporting to the manager for assistance.

Evaluating practices applying a consultative selling model:

The agency needs to count the number of staff assigned to the two main employment functions.

Agencies will ensure how many of their staff are assigned to the supply side, e.g in changing the service user in some way (teachers, trainers, counselors), and how many staff are engaged on the demand side, e.g. engaging the employer in some way, to get and hold jobs. In today's practices, the balance between these two numbers usually weighs significantly on the supply side. This generally means the "job readiness" model is still primarily guiding vocational rehabilitation activities.

An experienced organization supporting agencies has recommended the 5:1 ratio for both elements as the number one does not want to fall below. So, for every five contacts with employers, there should be one appointment, and for every five, there should be one job. Ultimately, which is possible with repeat business, you want this ratio to be as close to one-to-one as possible. The lower this ratio gets, the more people you put out at a lower cost.

The Staff has Received Training and Implemented:

4-Step Consultative Selling Model – ob prospecting, needs analysis, selling, and follow-up, when used appropriately, are proven to be strong trust builders. They provide a unifying framework for engaging and retaining the relationship with the employer through a step-by-step process, with each step accomplished via a measurable employer objective. This framework ensures understanding of how, why and where the agency is positively or negatively impacting the employer.

• **Selling Activity Planner** – synthesizes all of the strategies and techniques into the application of engaging the employer in the four consultative selling steps. This synthesis is done to build the job developer's confidence in engaging the employer because they now know what they are supposed to do. It allows the job developer to know how to prepare and adjust given the results of the employer engagement in the needs analysis, where getting to understand the employer is central to building a relationship.

Other tools for employer engagement are:

• **Marketing Exchange Theory and Creating Value** – understanding how employers select candidates, even though our candidate may not measure as the best candidate if competition were held.

• **Open and Hidden Job Markets** – understand where to enter the job market. This is supported by random lead generation, one of the fastest and most productive prospecting techniques.

• **Features and Benefits Selling** – design an adaptation of the standard features and benefits selling to create a sales presentation that will better focus the employer on the candidate's strengths and negate the disability as irrelevant.

• **Designing Questions** – create the questions needed to communicate with the employer to influence the hiring decision effectively. These questions become prominent in the needs analysis - where understanding the employer is central to building trust.

• **Handling Objections** – learn the three techniques that will make employer objections virtually disappear and position the disability as a non-issue.

• **Closing Skills** – frame the question by asking for the business trust.

Candidates

Employment Service organizations must be successful with the complete continuum of job seekers, from those with the most significant employment barriers to those with the least. Not all job seekers come with the same needs, nor do they require the same degree of support. The agency identifies the candidates' profiles, links them to their needs of support and can provide employment opportunities within its market share in the next two months.

Employability includes four parts:

1. Ability: This includes the minimum level of skills to do the job and the willingness to work in that type of job.

2. Motivation, Reliability and Dependability (MRD): the willingness to go to work and do the required tasks. This includes being available to start work when the job becomes available, to get to work, stay at work, and work.

- **Motivation** – the personal motivation to go to and keep working.

- **Reliability** – the personal responsibility to be at the job every day (with typical absences).

- **Dependability** – the personal ability to stay on the task assigned and work to the best of their ability.

3. Access to employers, and

4. Credibility from the employer is based on the visibility or invisibility of the employment barrier.

They provide a practical basis for determining how a job seeker could land a job. The combination of these factors from the Employment Service Needs Profile of candidates is used to determine how much and what kind of help to provide to each job seeker. It defines which job seekers can fish on their own and which will need assistance to fish.

Skilled and well-developed agencies will have job development tactics in place to address all candidate employment needs.

The following questions will help the agency recognize the candidate's profiles it works with.

Some questions will guide the selection of the most suitable Profile.

- Does the person have the ability to do a lot of different tasks?
- Is the person motivated to go to work?
- Will this person be able to access the labour market on their own?
- Will this person be credible with the employer?

MRD becomes the bridge that links supply-side activities to demand-side opportunities. Getting service users even to the minimum level of verified MRD gives something solid to offer employers and a way to distinguish the candidates.

Individuals:

1. Have an expectation and vision for employment.

2. Are Motivated-Reliable-Dependable.

3. Have self-determination and self-confidence.

4. Have social competencies and employment soft skills.

5. Might have some work experience from the early years at home and through-out their school years.

6. Use their social capital and relationships.

7. Are supported in finding, accessing, and retaining meaningful and competitive employment opportunities in the community.

Using the above guiding points, the agency identifies candidates' profiles; has four different job development tactics to address all candidate employment needs and is committed to responding to candidates in the group of the **Job Development Level 2.**

These joseekers are motivated to work but have limited abilities and will continue to have limited abilities. They lack access and credibility, due to their limited abilities and their visible characteristics.

Families

1. Have an expectation and vision for employment for their sons and daughters beginning in early life.

2. Encourage and explore adult roles that include employment with their children beginning at an early age.

3. Know what to ask for from schools and employment agencies to work in collaboration towards a shared goal of employment.

4. Are knowledgeable in how to navigate different service systems.

5. Are supported in their role and responsibilities.

6. Know what to ask from the government.

7. Have advocacy skills to guarantee employment as an outcome of employment service agencies.

8. Hold accountable government policies/funding/ and practices; schools; employment agencies to provide job opportunities for All, regardless of the disability.

9. Support businesses that are intentionally hiring job seekers with developmental disability who face higher employment barriers.

Employers

Using a set of tools and marketing strategies, employment agencies develop a trusted relationship with the employers in which they will provide candidates that suit the employers needs.

Agencies move from transaction selling strategies (explaining the product to the buyer to get them to buy it) to relationship selling strategies.

In some instances, employers connect to employment agencies and other employers because of their willingness to intentionally hire job seekers with a developmental disability.

Goal is to also get the employer to come to the agency first before they go to other sources of potential labor on the next hire. Job developers must look for employers who have the potential to hire more than one person per year. Estimate that at two people per year per employer would need three-quarters as many employers as the number of placements the agency is striving for.

Tips about the value of Managing Employers' Perceptions in a Consultative Selling Employment Model:

- Job Developers Recognize most people can work regardless of their employment barriers, if they can achieve MRD for the period of time they commit to working. This attitude gives people with intellectual disabilities the most opportunity.

- All hiring decisions are based on perceptions and not in reality. Employers can only guess if a job seeker will work out when they hire them, it is a "cross your fingers" decision.

- Third-party representatives need to move the employer perception of the job seeker from negative or neutral to positive.

- Employers need to view the third-party as a credible source of employees.

- Employers need to view job seekers as individuals and not as a group.

- Test assumptions about the types of work that people can do

  - Employer flexibility
  - Employer acceptance of a wide variety of employment barriers
  - Employer acceptance of a vast number of candidate's unusual behaviours
  - Employer risk-taking
  - Employer investment in making things work in both the present and the future

With employers the strategy is to gain control in the job market and to be able to hold it through to repeat business. This would give maximum jobs with maximum flexibility and the best ROI. Repeat business, not a new business, should be in 2 years the bulk of the job placements.

Individuals benefit when **businesses and employers:**

- Intentionally hire individuals with developmental disabilities.

- Are presented with the employment of individuals with developmental disabilities as a business case for them.

- Have ACCURATE AND PRACTICAL INFORMATION to dispel preconceptions and concerns about hiring people with disabilities.

    - Education materials and workshops for those who want to employ people with developmental disabilities will include:

        - Addressing their concerns that people with disabilities cannot do the type of work that the organization needs to have done.

        - Credible information including facts and statistics to dispel myths and misconceptions.

- Support is available to help employers structure jobs and training, communicate effectively and develop long term mutually beneficial working relationships with employees who have developmental disabilities.

- Success stories, best practices and direct guidance are available and easy to access.

- Support employees with developmental disabilities by managers and coworkers.

- Value diversity, inclusion, and equity.

- Understand the business case, it is good business.

- Work on a cultural change.

- Work to develop their Capacity & Confidence.

- Build on Employer- to-Employer Networks.

- Support innovation around Small Business & Venture Development.

Employers express their support needs in different ways:

- They see follow-up as the greatest asset. They do not want to do this alone, nor do they want more problems. Follow-up services provide the solution to both.

- Sell them on the candidate (not the disability).

- Help them see beyond the resume to someone the agency knows but they may not see.

- Promote candidates after you know the employer, so they don't have to look – they want you to look after them.

- They are busy; they need support and can accept a lot of support.

- Tell them when the agency has confidence in a candidate and if no confidence to say so.

- Do not bring problems for which agency does not have solutions.

These problems and points of value generally sound very different than how agencies commonly position candidates, or services to an employer.

ANNEX 3

Employment Engagement Models

Job Development Essentials	CARF[1] Job Development	DTG-EMP Employment Outcomes Professional Relationship Selling	Conceptual selling (Sales call planning method)
Lay the groundwork • Plan initial contact **Make initial calls** • Keep dialogue going • Handle objections • Determine needs • Get specifics of the job • Offer services **Develop and maintain employer relationships** • Plan for events • Understand hooks and reasons **Network** • Think like a networker • Build a network **Learn about the job seeker** • Self-reliance **Make the Match** • Prepare the players **Close the deal** • Follow-up the interview **Make it stick** • Prepare for Problems • Address issues • Follow-up upon hire • Manage retention risks	• Use assessment information about strengths and interests of job seekers • Target the types of jobs available from potential employers • Review local employment opportunities • Develop potential employer/ customers through direct/ indirect promotion • Facilitate a hiring agreement between employer and job seeker	**Prospect** • Find employers who are hiring • Get an appointment **Needs Analysis** • Determine the employer's priority needs • Secure permission to present a proposal **Sell** • Present service/candidate solution • Secure a hiring decision **Follow-up** • Deliver on services promised • Ask for more business	• Be client focused and results oriented. • Plan for every employer interaction to ensure productive use of time. • Establish credibility with employer. • Ask questions to uncover critical information and Understand employer needs. • Give appropriate Information regarding how a product or service provides a solution to employer needs. • Obtain commitments from the employer to ensure effective partnering. • Identify basic issues that prevent the process from moving forward. • Conclude every meeting with clear actions for both sides to ensure the opportunity continues to move forward. • Identify and align the selling process with where the customers are in their buying process.

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Employers said that in their experience, successful job developers:[2]

- understand their business needs
- provide timely responses to their requests
- advocate for their clients
- "contact employers when they think they have a client fit even if a job is not available
- provide follow-up services to check in on how the candidate is doing,
- help when things aren't working, and
- offer support "in both good and challenging times"

Finally, employers report that accessibility, friendliness, and trustworthiness are essential characteristics in successful job developers (Delicate & Hoyt, 2013).

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[2] Delicate & Hoyt, 2013

ANNEX 4

Who are the candidates/job seekers FSNE advocates for? Individuals with developmental disabilities facing higher employment barriers

Optimizing Employment
Watch video discussing optimizing employment

The principles of effective job development are not complex. However, the skills required to deliver assisted job development are somewhat sophisticated. **Organizations must refine their job development processes around these three types of candidates, strengthen their job development skills, and stay committed to the approach.**

An MRD candidate with an employment barrier without a job offer results from the job development strategy and efforts. It is not about the candidate. Change should focus on improving job development strategies and efforts, not on improving the candidate.

A candidate who turns down appropriate job offers will necessitate a focus of change on ensuring motivation to work, not on the job developer's ability to secure a job.

Self Placement Candidates can assume responsibility for self-placement by learning self-marketing through their participation in job clubs or programs. (Profile "SP")

Assisted Job Placement Candidates with visible barriers have many of the same personal characteristics as the self-placement candidates but also have visible employment barriers. These barriers (age, disability, race, ethnicity, ex-offender status etc.) represent the candidate type that employers would not traditionally hire. These candidates require the assistance of a job developer to contact employers on their behalf and to implement a strategy that focuses on the employer's priority needs to get them hired. (Profile "JD1")

Assisted Job Placement Candidates with visible barriers and limited skills have visible employment barriers combined with skill limitations. For example, they may be slow at performing jobs due to their disability. These candidates require the assistance of the job developer in contacting employers on their behalf and implementing strategies to overcome the negative perceptions of employment barriers, plus any skill limitations. The job developer must refocus the employer to review their minimum hiring requirements to get the candidate hired. (Profile "JD2")

Management can structure, link and change employment outcomes by focusing on the **effectiveness of the motivation of the candidate** and **job market penetration processes** as the keys to success.

The solution starts with knowing that a candidate with employment barriers, deemed MRD, can become employed.

If the agency is not achieving the desired employment outcomes today, they need to:

- Refine the candidate intake/motivation preparation processes.
- Improve the agency's job development strategies and capabilities.
- Ensure that the agency's management systems are aligned to these two key functions.
- Have a high market share in a wide variety of industries and businesses.

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Candidate

We use the term candidate for a service user when the individual is ready to go to work and a service user when the person is in training to be ready to go to work. It is important to make a clear distinction between someone who has decided to go to work and someone who is still in the throes of deciding and getting ready to go to work.

Job Development

"Employer/demand-focused processes and activities are the primary focus of job development. It is the practice of securing employment for clients who want to work but need support to gain access to, or credibility in, the labour market, due to negative biases and false perceptions employers may have about their ability to perform on the job.

Job development involves actively engaging and building collaborative, preferably long-term, relationships with employers, understanding their real needs and influencing their decision to hire people with visible barriers to employment. The job developer intervenes at all stages of the hiring decision to substitute, supplement, or complement the candidate's own efforts to secure employment. Job development is solution-focused and focuses on quality, not just quantity. Job developers negotiate with an employer to facilitate a job opportunity that fits the skills and attributes of the candidates they are serving."

Allen Anderson, 2014

"Owning an employer relationship" is being able to call the employer and they would know who you are and the fact that you are calling to talk about hiring needs. The employer would be receptive to hearing from the job developer.