

# ***Moving Forward:***

**Innovative Disability and  
Employment Service  
Delivery**

*May 15, 2019  
2:00 – 3:30 PM (Eastern)*

# Today's Moderators



**David Jones**

*Workforce Analyst*

Employment and Training  
Administration

U.S. Department of Labor



**Laura Gleneck**

*Project Manager, DEI Technical  
Assistance Team*

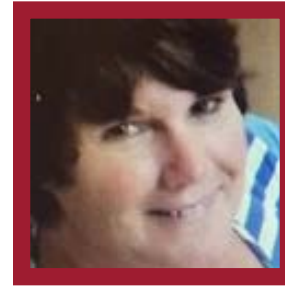
National Disability Institute (NDI)

# Today's Presenters



**Ashley Clark**

*State Disability Resource  
Coordinator*  
California Employment  
Development Department



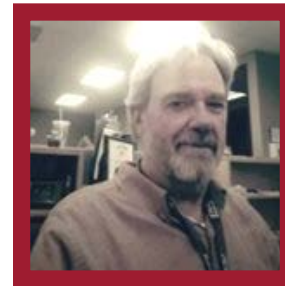
**Jodi Yanda**

*Disability Services  
Integration Manager*  
Minnesota Department of  
Employment & Economic  
Development



**Keri Osterhaus**

*Vocational Rehabilitation  
Program Administrator*  
Iowa Department for the  
Blind



**Lance Kaldor**

*Workforce Senior Consultant*  
Idaho Department of Labor

# Today's Objectives



- ✓ Get historical insights about the *Workforce Innovation Cohort on Disability and Employment*
- ✓ Learn from Cohort Team Members
  - Highlighting Team Activities and Key Outcomes
  - Identifying Strengths and Barriers
  - Sharing Capstone Tools and Products
- ✓ Engage in Q&A Panel Discussion
- ✓ Be informed about new WorkforceGPS Community and technical assistance resources available

# The Cohort Background

- ✓ **Why Develop a Cohort?**
- ✓ **Cross-State Collaboration** *(Virtual Sessions)*  
+ **Team Time** *(Reflection and Action Activities)*
- ✓ **Think “Innovation Lab”**
  - Generate ideas that **drive integration**
  - **Explore** what others are doing
  - Elevate and **solve challenges**
  - **Distribute solutions nationally**



# Cohort Challenge Questions

## Accessibility Cohort

**How might we** further maximize physical and programmatic access for customers with disabilities using the services of an American Job Center?

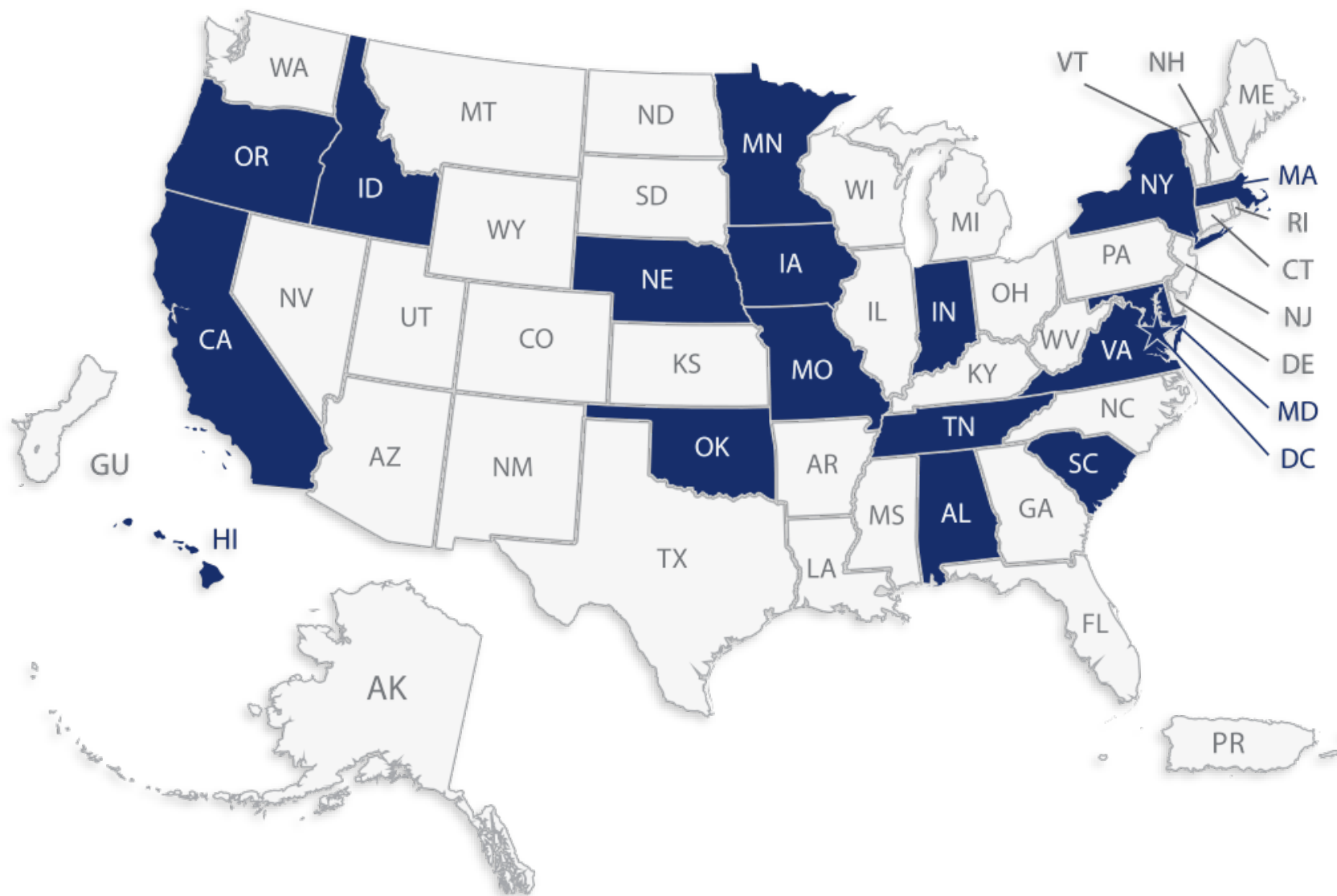
## Customer Service Cohort

**How might we** ensure individuals with disabilities experience seamless customer service across WIOA core programs?

## Employer Engagement Cohort

**How might we** more effectively engage employers with recruiting, hiring, and training job seekers with disabilities as an integrated strategy of the American Job Center service delivery?

# 18 States Represented in the Cohort



# Three Teams Represent the Cohort

## Accessibility

- Alabama
- California
- Massachusetts
- Oregon
- Virginia

## Customer Service

- Iowa
- Indiana
- Minnesota
- Missouri
- Nebraska
- Oklahoma

## Employer Engagement

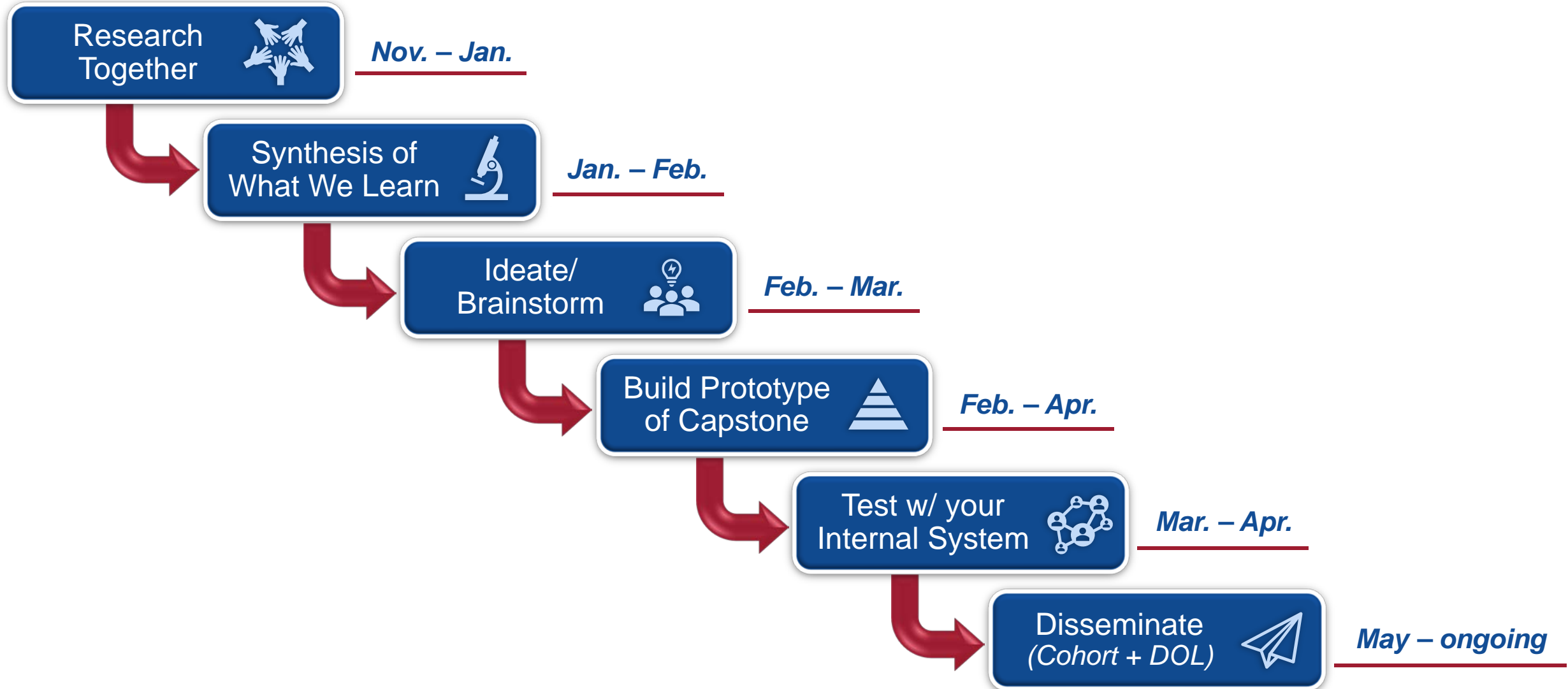
- District of Columbia
- Hawaii
- Idaho
- Maryland
- New York
- South Carolina
- Tennessee



# WIOA and Other Stakeholders Represented

- **30 participants** | WIOA Title I (*Adult, Dislocated Worker, Youth*)
- **21 participants** | WIOA Title II (*Adult Education and Literacy*)
- **14 participants** | WIOA Title III (*Wagner Peyser Employment Services*)
- **42 participants** | WIOA Title IV (*State Vocational Rehabilitation Program*)
- **2 participants** | Equal Opportunity Offices
- **15 participants** | Economic Development and Other Disability Partners

# The Cohort Timeline

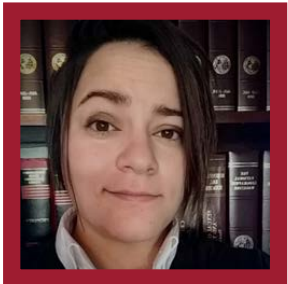


# Department of Labor (DOL) Champions



**Kirk A. Lew**

*Senior Policy Advisor, Youth Team / ODEP*  
(Accessibility)



**Laura Tremontana**

*Federal Project Officer, Region 2 / ETA*  
(Customer Service)



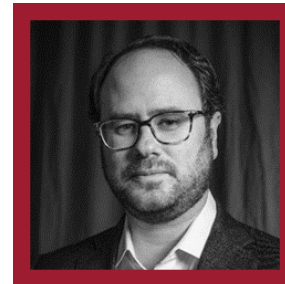
**Patrick Dennis**

*Workforce Analyst, Division of WIOA Adult Services and Workforce System / ETA*  
(Customer Service)



**Heather Graham**

*Director, Special Initiatives and Demonstration Grants / ETA*  
(Employer Engagement)



**Steve Rietzke**

*Division Chief, Division of National Programs, Tools, and Technical Assistance / ETA*  
(Employer Engagement)

Ashley Clark,  
*California*

# Accessibility Team



# Accessibility Challenge Question

**Original Question:** **How might we** further maximize physical and programmatic access for customers with disabilities using the services of an American Job Center?

**Additional Question:** **How might we** increase the inclusivity of a diverse population of individuals in the workforce system and in the workforce through Universal Access training and inclusive program support?

# Team Activities and Outcomes

- Identified **issues that support or hinder** reaching greater accessibility;
- Defined a **common understanding of Universal Accessibility (UA)** and **formalized that into a UA state-specific purpose statement**;
- Applied the **Implementation Science Framework** to inform systemic change;
- Identified existing strengths and barriers and aligned that against the **three drivers of change**:
  1. Capacity Driver
  2. Leadership Driver
  3. Organizational Driver
- Shared capstone plans and developed strategies to **expand ‘Go-Team’** beyond Cohort membership.

Accessibility

# Strengths and Barriers Identified

# Strengths Identified - Accessibility

- **Bridging Knowledge** – Participation in cross-interagency system workgroups
- **Co-location** – The successful impact of co-location in the American Job Center
- **Communication** – Messaging from mid-level management and other state and local leaders
- **Utilizing Data** – States that conduct surveys are able to use the data to inform continuous improvement



# Barriers Identified - Accessibility

- **Buy-In** – Varied levels of state leadership buy-in across states
- **Collecting Information** – Many states are not surveying to gather data on training needs and customer service satisfaction
- **Co-enrollment** – Not a regular practice in most states, and people with disabilities will not use American Job Centers.
- **Training** – Standardized statewide training has little momentum
- **Disability Expertise** – Serving a wide range of people with disabilities and maintaining Assistive Technology in the American Job Centers.

Accessibility

# Capstone Tools and Resources

# Accessibility Capstone Resource

The Team collectively defined **Universal Accessibility (UA)** as ensuring that:

- AJCs are ADA and WIOA Section 188 compliant and welcoming to all people, including people with disabilities;
- Signage and symbols are used throughout AJCs to meet communication and learning styles of all customers;
- AJCs and other WIOA programming staff have had training to increase comfort with a diversity of customers, including people with disabilities;
- AJCs and other WIOA programs streamline processes to ensure all individuals receive the same customer service; and
- AJCs have understanding of both physical and programmatic accessibility, including communication access.

# Accessibility Capstone Resource

Team looked inward by applying **Implementation Science Framework** to guide:

- Cohort team discussions
- Facilitate self-examination of strengths and challenges
- Inform action-oriented planning

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## UNIVERSAL ACCESS DRIVERS KEY

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QUESTIONS



STRENGTH



ACTION STEPS



EXAMPLES



PITFALLS



# Accessibility Capstone Resource

**Each of the Five States Developed Concrete Action Planning Steps in Alignment with one of three “Priority Drivers”:**

- *Capacity Driver Approach* – Massachusetts
- *Leadership Driver Approach* – Oregon
- *Organizational Driver Approach* – Alabama, California, Virginia

Jodi Yanda,  
*Minnesota*  
Keri Osterhaus,  
*Iowa*

# Customer Service



# Customer Service Challenge Question

**How might we** ensure individuals with disabilities experience seamless customer service across WIOA core programs?

# Team Activities and Outcomes

- Looked outside the box for inspiration for effective customer service.
- Peer states connected to identify top successes and challenges.  
Brainstormed innovative approaches to identify collective challenge and solution.
- Reviewed existing training material, identified commonalities, gaps and/or opportunities to build out and provided recommendations for moving forward.

## Key Outcome:

- Team developed ***Workforce Innovation Self-Assessment Tool*** and ***Customer Service Training Plan Framework*** to support the workforce system.



Customer Service

# Strengths and Barriers Identified

# Strengths Identified – Customer Service

- **Common Processes across WIOA Program Partners**
  - **Indiana** - Piloting partner referral system
  - **Iowa** - Core partner workshops – quality partner referrals
  - **Nebraska** - Developing common intake across all WIOA programs
- **Building Staff Capacity and Increasing Access**
  - **Iowa** - Disability Access Committees
  - **Indiana** - Integration of VR into AJC building staff capacity
  - **Minnesota** - Facilitating change of culture and branding
  - **Oklahoma** - Process in place to address physical accessibility

# Strengths Identified – Customer Service

- **Building Cross Agency Partnerships**
  - [Indiana and Oklahoma](#) – Cross agency/partner training efforts
  - [Minnesota and Nebraska](#) – Partnerships with open communication
  - [Iowa](#) – Highlight local partnership activities / customer successes
  - [Missouri](#) – Braided funding / leveraging resources across agencies
  - [Nebraska](#) – Seamless service for customers on VR waitlist
  - [Oklahoma](#) – Effective partnerships with notable outcomes
- **Inclusion and Effective Strategies to Connect with Businesses**
  - [Missouri](#) – Inclusive hiring events and practices – “the expectation”
  - [Missouri](#) – Single point of contact among workforce partners for businesses

# Barriers Identified – Customer Service

- Comprehensive and ongoing disability training strategy
- Ongoing cross partner/agency staff training
- Comprehensive customer orientation
- Balancing effective service delivery with data collection
- Common intake process
- Measuring collaboration efforts
- Common customer satisfaction survey and practice across all agencies

Customer Service

# Capstone Tools and Resources

# Customer Service Capstone Tool

To achieve the goal to help ensure individuals with disabilities experience seamless customer service across WIOA programs, the team developed a **WIOA Innovation Customer Service Self Assessment Tool**.

The self-assessment tool has four key objectives:

- **Objective 1:** Assess WIOA program staff to identify training needs
- **Objective 2:** Compile feedback from customer service surveys
- **Objective 3:** Compile feedback from focus groups
- **Objective 4:** Analyze results of Objectives 1-3 to determine training plan

# Customer Service Capstone Tool

The different sections of the **Customer Service Self Assessment Tool** have a series of questions developed in the following four key areas:

1. WIOA and Individuals with Barriers to Employment
2. Disability Awareness and Etiquette
3. Service Delivery and Coordination
4. Disability and Inclusive Partner Training Staff Training Needs

# Customer Service Capstone Tool

To support WIOA programs when developing and implementing cross-partner training programs, the team also developed a **Training Plan Framework**.

- **This framework** outlines the *objectives*, *needs*, *strategies*, and *curriculum considerations* to be addressed when training WIOA partner programs to provide seamless customer service.
- **This framework** presents the considerations needed to support:
  - Development of training materials,
  - Evaluation of staff knowledge,
  - Planning for training needs,
  - Creating training outlines, and
  - Other training related tasks.



# Polling Question



Lance Kaldor,  
*Idaho*

# Employer Engagement



# Employer Engagement Challenge Question

**How might we** more effectively engage employers with recruiting, hiring, and training job seekers with disabilities as an integrated strategy of the American Job Center service delivery?

# Team Activities and Outcomes

- Shared observations about needs and perspectives from customers (individuals and employers) and our partners
- Explored solutions that worked for our states that could benefit other states in areas to help address the **skills gap, understanding business needs, and building stronger relationships with businesses.**

## Key Outcome:

Developed Product titled ***Building Business Relationships & Resources: Introduction***. This is supported by:

- Interacting with Businesses: Guiding Questions Protocol
- Measuring the Success of Communications with Businesses

Employer  
Engagement

# Strengths and Barriers Identified

# Strengths Identified – Employer Engagement

- **Organizational Commitment** - Passionate about inclusion and service of individuals with disabilities in the workplace
- **Integrated Resources Teams** - Interagency and Cross-agency; Leverage funding and services through co-enrollments
- **Customer-Centric Approaches** - Similar approaches used by agencies across the system when working with employers to develop employment opportunities for individuals with disabilities

# Strengths Identified – Employer Engagement

- **Information** - Advanced research on employers and strong relationships with employers
- **The Benefit to the Organization** - Recognition of benefits and incentives of hiring people with disabilities (focus on the skills, talents, and abilities)
- **Background Knowledge** - Knowledge of state-specific tools and resources developed for employers and individuals with disabilities

# Barriers Identified – Employer Engagement

- **Overcoming misconceptions about employer's liabilities** when hiring and retaining an individual with a disability
- **Overcoming pre-conceived ideas** about what a person can and cannot do
- Equipping employers with the **tools and resources needed** for inclusion
- Getting past the “**gatekeeper**”
- **Fragmented** work-experience and apprenticeship processes (documentation and set-up)
- Applying differing business **engagement strategies in metro vs. rural areas**
- Working through fragmented and **siloed agencies**
- **Lack of shared messaging** and lack of understanding of the unique expertise and assets of each agency



Employer  
Engagement

# Capstone Tools and Resources

# Employer Engagement Capstone Tool

The Employer Engagement Team developed a tool titled ***Building Business Relationships & Resources***. This tool addresses:

- **A Tips and Tricks Checklist:** Build Strong and Lasting Relationships
- **Scripting:** Defining and communicating the “what” and “to whom”
- **Growing the Relationship:** Defining the range of services to businesses
- **Expanding the Relationship** into a Partnership

# Employer Engagement Capstone Tool

To further support ***Building Business Relationships & Resources***, two additional resources were developed:

## Resource #1 | Interacting with Businesses: Guiding Questions Protocol

The framework establishes three initial guiding questions:

1. What, if any, challenges do you have attracting and finding qualified candidates that meet your business needs?
2. How has your business culture and/or investment in your workers contributed to your success in hiring and retaining a good workforce?
3. Have you ever worked with any organizations (e.g. AJCs, colleges, schools, VR), or other service providers to help you with your staffing needs?

# Employer Engagement Capstone Tool

To further support ***Building Business Relationships & Resources***, two additional resources were developed:

## Resource #2 | Measuring the Success of Communications with Businesses

The following questions may be used as a guide for developing meaningful and data-driven measures when working with businesses:

- What might you measure to gauge the success of your outreach and continued relationships with businesses? And what data might you track?
- How would the information be tracked?
- With what frequency would data be collected?
- How would the information be submitted, and to whom?

# Questions & Discussion



# Disability.WorkforceGPS.Org Resources

DISABILITY  
&  
EMPLOYMENT

JOB-DRIVEN STRATEGIES  
THAT CONNECT THE PIECES

Disability and Employment

Home

About

Announcements

Discussion Topics

Events

Resource Library


DEI

Welcome to the Disability and Employment Community

This site is an online resource for American Job Centers, people with disabilities, and employers. In addition, this is a destination for all key stakeholders who partner with the workforce system to provide services and programs to people with disabilities and others with barriers to employment. In piecing together disability and employment, our goal is to achieve a brighter future for Americans with disabilities in the labor market.


How are you putting the pieces of the puzzle together? [Join](#) the 8,120 registrants around the national table as we collectively connect the pieces. Check the "Disability and Employment" box to stay in the loop as we move forward together. The doors of nearly 2,400 American Job Centers are open to help people with disabilities find jobs. To find your closest American Job Center, use this [zip code locator link](#).

Featured Content



Disability Federal Resources to Support American Job Centers


Coming together is a beginning; keeping together is progress; working together is success – Henry Ford. ETA is pleased to highlight available resources administered across different federal agencies to help American Jo...




Disability Employment Initiative



Workforce Innovation Cohort on Disability and Employment



Workplace Resources for Targeted Disabilities



Disability Statistics and Data

Resources


Top

New




The Playlists: Disability Resources for WIOA ...

Views: 4832 Likes: 14



DEI Best Practices Highlights

Views: 3479 Likes: 6



Disability and Apprenticeship

Views: 1969 Likes: 4



Workforce Innovation Cohort on Disability

WorkforceGPS

Navigate to Success

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# Disability.WorkforceGPS.org

## Federal Resources to Support AJCs



### WorkforceGPS Disability and Employment - Federal Online Resource Directory

Online Resource Tool	Description	Hyperlink	Phone Number	WorkforceGPS Federal Oversight Agency Overview
<b>Accommodation Resources – Job Accommodation Network (JAN)</b>	Resource link to connect with JAN staff and find resources about workplace accommodations to support employers and individuals with disabilities.	<a href="#">Contact JAN</a>	1-800-526-7234 1-877-781-9403 (TTY)	<a href="#">ODEP/DOL</a>
<b>Americans with Disabilities Act – ADA National Network</b>	A directory to find a regional office to provide assistance on the implementation of the Americans with Disabilities Act (ADA).	<a href="#">Contact Your ADA Center</a>	1-800-949-4232 1-800-514-0383 (TTY)	<a href="#">ACL/HHS</a>
<b>American Job Center – Career One Stop Services</b>	A locator tool to find the closest American Job Center to provide workforce services in your local area.	<a href="#">Find Local Help</a>	1-877-USA-JOBS 1-877-889-5627 (TTY)	<a href="#">ETA/DOL</a>
<b>Assistive Technology Resources – State AT Program</b>	A locator tool to find Assistive Technology (AT) resources in your state or territory.	<a href="#">Find Your State Program</a>	1-217-522-7985 1-866-324-5553 (TTY)	<a href="#">ACL/HHS</a>
<b>Behavioral Health – Treatment Services</b>	A locator tool and online directory to find treatment facilities focused on behavioral health (e.g. Opioid treatment, Suicide Prevention, Disaster Distress, and Veterans Crisis).	<a href="#">Find Treatment</a>	1-877-726-4727 1-800-487-4889 (TTY)	<a href="#">SAMHSA / HHS</a>
<b>Centers for Independent Living</b>	A locator tool to find your closest Centers for Independent Living (CIL) in your community to provide independent living services including employment support.	<a href="#">Directory of CILs</a>	1-713-520-0232 1-713-520-5136 (TTY)	<a href="#">ACL/HHS</a>
<b>Disability Benefits – Social Security</b>	An online application link to apply for Social Security disability benefits or for existing beneficiaries to manage benefits online.	<a href="#">Disability Benefits</a>	1-800-772-1213 1-800-325-0778 (TTY)	<a href="#">SSA</a>
<b>Disaster Support – Individual Assistance</b>	A locator tool to determine whether your area has been declared for Individual Assistance stemming from a disaster. Includes a link to apply online.	<a href="#">Disaster Assistance</a>	1-800-621-3362 1-800-462-7585 (TTY)	<a href="#">FEMA / Homeland Security</a>
<b>Employment Network – Ticket to Work</b>	A locator tool to find the closest Employment Network (EN) administering the Ticket to Work program and other service providers to help beneficiaries return to work.	<a href="#">Find Help</a>	1-866-968-7842 1-866-833-2967 (TTY)	<a href="#">SSA</a>


# Disability.WorkforceGPS.org

## Workforce Innovation Cohort Resources

### Workforce Innovation Cohort on Disability and Employment



#### Related Content

- [Accessability Cohort](#)
- [Customer Service Cohort](#)
- [Employer Engagement Cohort](#)
-  [State Map](#)  
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The Workforce Innovation Cohort on Disability and Employment has been launched with 18 states from across the country to address disability and employment issues. The state or local teams are comprised of a cross-section of WIOA core program partners and other key stakeholders that will focus on three topic areas: Accessibility, Customer Service, and Employer Engagement.

Each of the teams will engage in peer learning activities to pilot innovative solutions. One way this will get accomplished is by each team collectively responding to challenge questions to further discuss, brainstorm, and reflect ideas together. We welcome all visitors to this page in an effort to share a few leading resources that get referenced by the cohort as we all work together to increase the prosperity of people with disabilities.

**State Map** - Workforce Innovation Cohort on Disability and Employment: A visual map of the 18 states participating in the cohort.

**Accessability Cohort:** Link to the Accessability Cohort Team Page. This team will address the following challenge question: *How might we further maximize physical and programmatic access for customers with disabilities using the services of an American Job Center?*

**Customer Service Cohort:** Link to the Customer Service Cohort Team Page. This team will address the following challenge question: *How might we ensure individuals with disabilities experience seamless customer service across WIOA programs?*

**Employer Engagement Cohort:** Link to the Employer Engagement Cohort Team Page. The team will address the following challenge question: *How might we more effectively engage employers with recruiting, hiring, and training job seekers with disabilities as an integrated strategy of the American Job Center service delivery?*

#### Post Information

Likes: 5 Views: 2026  
Posted: 11/19/2018 12:50 PM  
Posted By: Wesley Peterson  
Posted In: Disability and Employment

#### You Might Also Like

- [National Apprenticeship Week](#)
- [Cohort Application Resources](#)
- [2018 Year in Review - Top 10 Disability CoP Site Visits](#)
- [DEI Celebrates National Disability Employment Awareness Mont...](#)
- [Disability Federal Resources to Support American Job Centers](#)



# Next Steps and Moving Forward

## Workforce Innovation Cohort Phase II

- We are continuing to compile the information and taking steps to integrate it into **Cohort Phase II**. This new initiative will develop **online training modules** to be released during Fiscal Year 2020 to help further support the American Job Center network.
- Please keep an eye out for announcements late summer seeking field representatives that may want to support Phase II efforts. Alternatively, follow-up with an email to David Jones at [Jones.David.M@dol.gov](mailto:Jones.David.M@dol.gov) or Laura Gleneck at [lgleneck@ndi-inc.org](mailto:lgleneck@ndi-inc.org) to make sure you receive notice of any future announcements.

# Panel Presenters – Contact Information



## Ashley Clark

*State Disability Resource Coordinator*  
California Employment Development  
Department  
**(Accessibility Team)**

✉ [Ashley.clark@edd.ca.gov](mailto:Ashley.clark@edd.ca.gov)

## Keri Osterhaus

*Vocational Rehabilitation Program  
Administrator*  
Iowa Department for the Blind  
**(Customer Service Team)**

✉ [Keri.Osterhaus@blind.state.ia.us](mailto:Keri.Osterhaus@blind.state.ia.us)

## Jodi Yanda

*Disability Services Integration Manager*  
Minnesota Department of Employment &  
Economic Development  
**(Customer Service Team)**

✉ [Jodi.yanda@state.mn.us](mailto:Jodi.yanda@state.mn.us)

## Lance Kaldor

*Workforce Senior Consultant*  
Idaho Department of Labor  
**(Employer Engagement Team)**

✉ [Lance.kaldor@labor.idaho.gov](mailto:Lance.kaldor@labor.idaho.gov)

