

Employer Engagement #3

Assessing the Economic Impact and Benefit of Your Employment Programs



Dale Verstegen
TransCen
Senior Research Associate

will begin at 2:00 PM ET



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About your Host

Mission Statement: Improving lives of people with disabilities through meaningful work and community inclusion.



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Employer Engagement #3 Assessing the Economic Impact and Benefit of Your Employment Programs



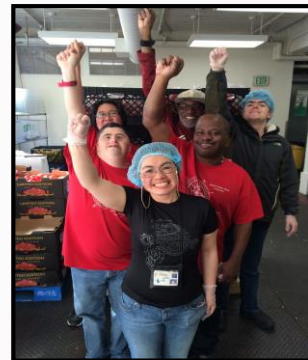
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Today's Objectives

1. Review Economic Impact Study and its Findings
2. Design your Employer Survey Process
3. Review Employer Economic Impact Survey
4. Discuss Benefits of Conducting Economic Impact Surveys



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Overview of Study

- The United States Department of Labor (DOL), Office of Disability and Employment Policy (ODEP) contracted with Economic Systems, Inc. to conduct an economic impact study of employers who have hired individuals with disabilities in customized jobs for the Employment First State Leadership Mentoring Program (EFSLMP).
- The objective of the study was to gain the perspective of employers related to employing persons with a disability (especially those with significant disabilities) and working with local employment programs, including the use of Customized Employment.



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Economic Impact

- **Economic impact** measures estimate or describe the changes in business revenue, profits, personal wages, jobs and/or job duties based on an economic event.
- The **economic event**, for this study, is defined as a new employer *policy* such as customized employment, a new *project* such as a workforce integration plan, or the *presence of an organization* such as an employment program serving job seekers with a disability and the delivery of employment services within the employer's place of business.
- The **economic impact analysis** measures estimate and/or describe the change in economic activity from before to after the economic event. The increases in income may come in the form of raises and/or increased hours or operational efficiencies for existing employees, or new jobs for the unemployed.

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Employer Selection



- Experienced an operational or economic benefit from working with local employment service providers (recruiting, hiring, and job retention)
- Worked directly with one or more local employer service providers who have placed persons with a disability in their workplace
- Played a major role in the hiring, approval to hire and/or customization of one or more jobs
- Optional: Customized a job for an individual with a disability that meets the ODEP definition of Customized Employment

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Employer Representation

- Deputy Executive, A National Research Institute and Hospital
- Vice President, Manufacturing Operations, Window and Door Manufacturer
- Executive Chef, Regional Medical Center
- Senior Materials Manager, Cabinet Manufacturer
- Human Resources Manager, Door Manufacturer
- Human Resources Assistant, Door Manufacturer
- Human Resources Manager, Process and Automation Equipment Manufacturer
- Office Manager, Veterinary Clinic
- Senior Human Resource Generalist, Construction Company
- Senior Recruiter, Convenience Store



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Economic Impact Findings

- Reduced Cost
 - Recruit
 - Hire
 - Train
- Reduced Turnover and Absenteeism
- Improved Workplace Culture
- Opportunities to Expand Placements
- Opportunities for Advancement for Employees with Disabilities
- Increased Productivity



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Poll 1

Based on these findings, have your employment services had an economic impact on one or more employers?

Yes

No

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Poll 2

If you have had a positive economic impact based on the services you have provided, how many employers could you conduct an economic impact survey with?

- a. 1
- b. 2 – 3
- c. 4 – 7
- d. 8 – 10
- e. 10+

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Approaching Employers and Building Rapport

- Employers talked about the importance of building and cultivating relationships by asking the questions that get at employer needs. The employers also talked about building trust through these relationships.
- Sending well matched job applicants increases the trust between job developers and employers. Trust can lead to collaborative relationships where employers see providers as supplying the right candidates to meet the employer's needs.
- They recommended a 'top down' and 'bottom up' strategy for getting buy-in by a potential employer. The top down strategy requires access to key decision makers where the mitigating of their perception of risk is addressed and evidence of positive, economic impact is presented. The bottom up strategy requires access to potential co-workers in the workplace where they can see the capability of the job candidate.

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Approaching Employers and Building Rapport - Employer Quotes

- "When we hired someone that was a good match, we were able to build the relationship to the point where I could trust them to know if they referred somebody to me, it was the right person. They weren't just sending me 10 applications and asking if I wanted to hire one."
- "It's important to share success stories so other employers would know it can be successful and have a better idea of how their operation could benefit from working with an employment program."
- "They are veterinarians, they were trained to do surgery and fix your dog and make sure your pet's healthy. They're not trained to run a business. We need people helping in those areas."
- "It works out in the end, but you've got to be able to have that internal champion, I think, to get you through that and to make that pitch."

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Conclusions

- Employment specialists can use this information to build a business case for their employment services including Customized Employment and build a trusting relationship with employers
- Decreased exposure to liability and risk
- A labor needs assessment is the most effective way to determine how you can benefit the employer, effectively job match and start to build trust and rapport
- Total Quality Improvement Processes (LEAN, Six Sigma) are an effective way to relate Customized Employment to ways they can improve productivity

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Recommendations

- Effective communicators about the services they have to offer employers and the benefits of these services utilizing some of the economic impact results provided in this report.
- Agency marketing materials should emphasize how hiring individuals with disabilities can improve productivity and decrease costs. Employer testimonials should be included. Effective communicators about the process, benefits and potential economic impact of Customized Employment utilizing some of the examples and economic impact results provided in this report.
- Building a trusting relationship with an employer is, at its core, providing solutions to employers that decrease costs and increase productivity, both of which are quantifiable and replicable.

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Recommendations (part 2)

- Employment Specialists should focus on maintaining on-going working relationships with employers through a range of recruitment and retention services
- A monitoring and tracking system of their employer customer base. Such as tracking system could assess the economic impact and benefits of their services over time to encourage repeat business (multiple placements) and a better employer penetration rate by, using some of the same questions of employers that are used in this study.

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Design an Employer Economic Impact Survey Process

- How many employers do you feel you have had an economic impact on based on the services you have provided and persons you have placed?
- With how many of those employers, do you have a primary contact that you could survey to determine their perspective on the economic impact you have had on their organization?
- What survey questions would you plan to use when surveying these employers?
- How would you conduct the survey to assess the economic impact of your services?

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Design an Employer Economic Impact Survey Process (2)

- How would you conduct the survey to assess the economic impact of your services?
 - Survey Monkey
 - Written Survey
 - Phone Interview
 - Personal Interview
 - Focus Group (4 to 6 employers)
- In the future, how long after a placement would you conduct an economic impact survey?
 - 6 months
 - 1 year

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Employer Economic Impact Survey Questions

Overview

- “Hired a person 2 years ago to work at the front desk at our health club through the X employment provider organization. The owner was impressed with our employee and the services provided. We hired a second person this year who cleans our exercise equipment. The owner is also interested in placing folks in a second location that is opening up this year on the other side of town.”

Costs Associated with Recruiting and Onboarding

- Employers reported significant costs associated with recruiting, hiring and training employees who turnover, particularly in part time positions. Employers indicated that it can take 8 to 12 weeks to go through the hiring and training process and can cost anywhere from \$3,000 to \$7,000.

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Employer Economic Impact Survey Questions (2)

Workplace Benefits

- “Somebody helps you match the jobs. The quality of the hire I would say is improved.”
- “I mean, we wouldn't hire a professional recruiter for filling an entry level position, but if companies had to use a recruiter to fill those positions, those are pretty steep fees.”

Flexing or Customizing Jobs

- “increase in assembly line efficiency – Improved our hours per cabinet. We saved a little over \$2,800 and we're not having people complain in terms of those job duties. You are getting a specialist at a generalist price.”
- “Some of the repetitive type of work is not trivial work, it's really important work.”
- “It was the labor needs assessment that helped to identify tasks in our HR and Accounting Departments that freed up other higher paid individuals and eliminated our need to use a temp agency.”
- “It's the right job for the right person at the right level.”

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Employer Economic Impact Survey Questions (3)

Current and Future Considerations

- “I definitely would like to look more into getting some additional help (from the Employment Specialist) or identifying and utilizing additional customizable jobs.”
- “I have other tasks for customized jobs teed up and ready to go.”
- “Anything that can make it more efficient and being able to have somebody to help figure it out. We are a small business, those efforts to make us more efficient are so needed but we lack the skill set to do that in most of our small industries and so having someone that would come in and could offer that knowledge to identify those inefficiencies would help a lot of companies.”
- “This solution, based on a labor needs assessment, solved a problem and many of the things that plague an industry can be fixed with simple problem solving.”
- “We want somebody to come and spend time with us, and get to know us, and ask us difficult questions.”

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Benefits of Conducting Economic Impact Surveys

- Assess Impact and Benefits of your Employment Services for:
 - Funding Sources
 - Employer Customers and your Primary Contact (Internal Champion)
- Identify Additional Opportunities for Employment and other Services:
 - Additional Labor Needs Analysis
 - Recruitment (worksite tours, job shadows)
 - Assessments (community based assessments, work experiences)
 - Hiring (Internships, Trial Work Experiences, Working Interviews, OJTs)
- Develop and Maintain Employer Partnerships

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Benefits of Conducting Economic Impact Surveys (2)

- Generate Additional Employer Prospects by:
 - Marketing the Economic Impact and Benefits of your Services to other Prospective Employers through:
 - Brochures
 - Newspaper Articles
 - Newsletters
 - Public Service Announcements
 - Presenting the Economic Impact and Benefits of your Services to:
 - Business Associations (SHRM, Chambers, Workforce Investment Boards, etc)
 - Conferences
 - Media and Social Media
- Basis upon which to Develop an Employer/Provider Coalition

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Additional Resources

- Employment First Lead Center

<http://employmentfirst.leadcenter.org/>

- ODEP EFSLMP Initiative

<https://www.dol.gov/odep/topics/EmploymentFirst.htm>

- ODEP Drive Website

<http://drivedisabilityemployment.org/>

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Contact

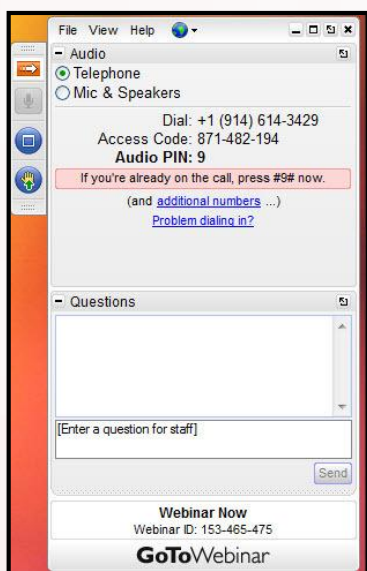


Dale Verstegen

dverstegen@transcen.org

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Questions

- On the webinar platform use the questions feature to submit your questions.
- Email elearning@transcen.org

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About TransCen, Inc.

TransCen, Inc. is a national organization offering web-based and in-person training for state agencies, school districts, provider organizations, and others interested in meaningful work and community inclusion for individuals with disabilities.

Transcen.org (301) 424-2002 Inquiries@transcen.org



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Thank You