



{Findings and Recommendations}

**Great Expectations Initiative**  
**Audience Research**  
***Findings and Recommendations***

Sedgwick County Developmental Disabilities Organization  
October 26, 2012



{ Findings and Recommendations }

*“Far and away the best price that life has to offer is  
the chance to work hard at work worth doing.”  
-Theodore Roosevelt*



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# Research Purpose



## { Findings and Recommendations }

### **Research Purpose:**

- To provide “program and advisory services in developing strategies (to achieve) the over-arching goal of implementing and evaluating a social service awareness program to educate key stakeholders on the benefits and importance of integrated employment and self-sufficiency for persons with intellectual disabilities in Sedgwick County.”



## { Findings and Recommendations }

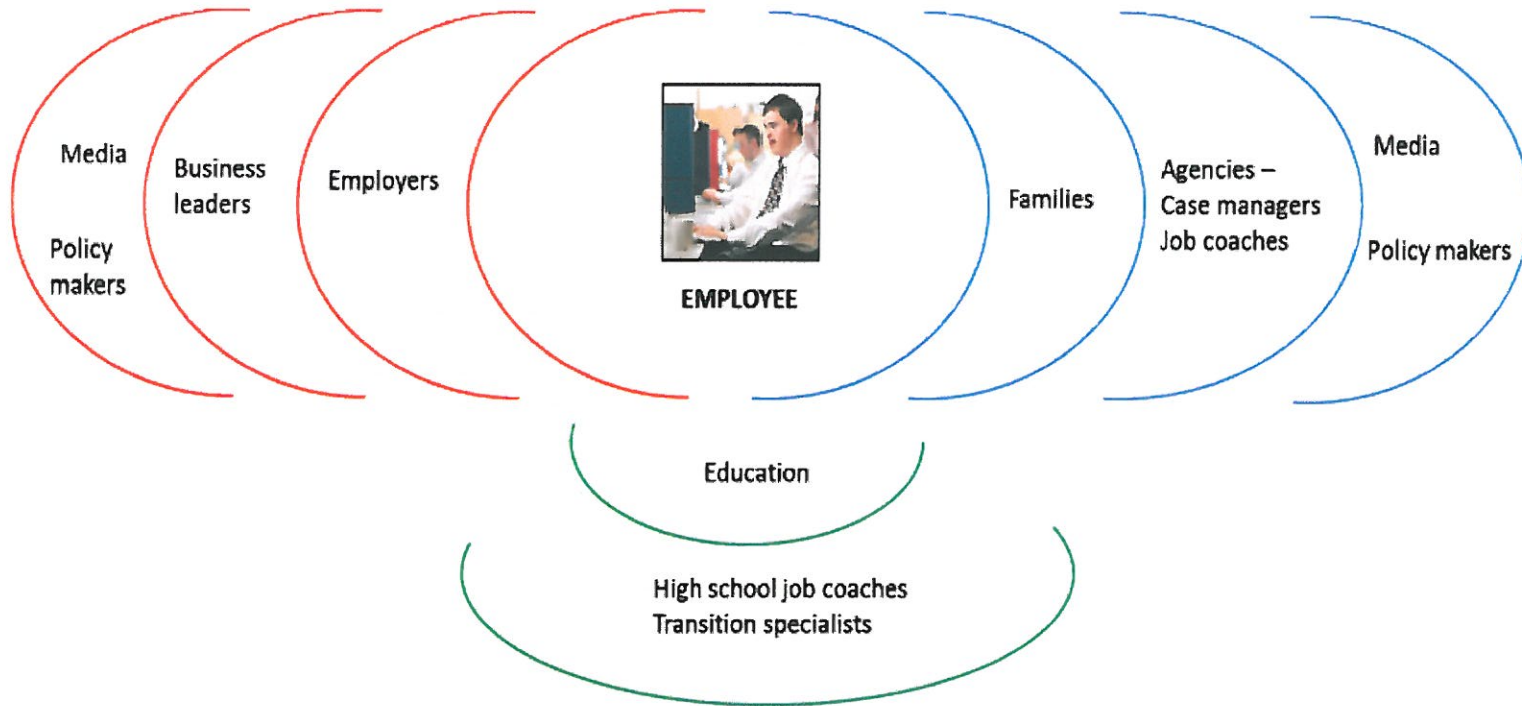
# Research Purpose:

- Secondary research
- Primary audience research:
  - Agency leaders - individual interviews
  - Case managers - individual interviews
  - Job coaches - small group discussions
  - Education specialists - individual interviews
  - Families and caregivers - focus group
  - Businesses – online survey



## { Findings and Recommendations }

### **CIRCLES OF INFLUENCE** **Integrated employment for people with disabilities**





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# Findings: Secondary Research



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# Secondary Research:

- **“Social marketing”** – a term that combines the art and science from multiple disciplines, including communications, marketing, psychology, and behavioral health.
- Common definition is “application of commercial marketing technologies to the analysis, planning, execution and evaluation of programs designed to influence the voluntary behavior or target audiences in order to improve their personal welfare and that of their society.”





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# Secondary Research:

- Virginia Commonwealth University focuses on two primary audiences:
  1. Internal customer or job seeker
  2. External customer or employer



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# Secondary Research:

- Summary of articles reviewed:
  1. “Health Behavior and Health Education: Theory, Research and Practice,” 3<sup>rd</sup> Edition, Glanz, Rimer, Lewis (Eds.)
  2. “Supported and Customized Employment,” Wendy Parent, PhD, Kansas University Center on Developmental Disabilities
  3. Video – “America’s Strength” from the America’s Strength Foundation
  4. Virginia Commonwealth University – model program (Lesson 3 of the Supported Employment Certificate Series)



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# Secondary Research:

- Summary of articles reviewed:
  5. “Organizational Change for Community Employment,”  
Journal of Rehabilitation
  6. “Employer Attitudes and Satisfaction with Supported  
Employment”
  7. “Leading change: why transformation efforts fail. In  
Harvard Business Review on Change. Prochaska,  
Norcross and DiClemente, Changing for Good
  8. APSE Connections, “National Employer Survey”



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# Findings: Audience Research



## Audience Research:

- Summary of findings:
  - Aligning internal resources
  - “Real world” aspect that there are varying levels of need
  - Need to start early
  - Business-to-business model based on relationships



## {Findings and Recommendations}

### **Agency Leaders:**

- Five agency leaders
- Not opposed to the GEI initiative
- Ideal, but also that it probably won't fit everyone who is disabled



## {Findings and Recommendations}

# Agency Leaders:

- Benefits:
  - Less costly for taxpayer
  - For employee – self-esteem, responsibility, quality of life
  - For community – changes expectations, perceptions
  - For employers – greater, diverse workforce
  - Accelerated approval process
- Barriers:
  - Low wages
  - Families
  - Clients not wanting to
  - Stigma
  - Economy
  - Funding/reimbursement
  - Loss of medical card/SSI/benefits
  - Transportation



## { Findings and Recommendations }

# Agency Leaders:

- Solutions:
  - Business Leadership Network
  - *“You don’t have to over-think it too much if you figure out what the clients wants to do, then gently nudge (an employer) to try something different.”*





## { Findings and Recommendations }

### **Case Managers:**

- Four case managers
- “Old way of thinking”
- Culture change is needed



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# Case Managers:

- Benefits:
  - Quick approvals
  - “Some of the best” employees
  - “Job carving”
  
- Barriers:
  - Current economy
  - “Set in their ways”
  - Families
  - Impact on benefits
  - Not sure this is realistic
  - Limited # of hours
  - Transportation



## { Findings and Recommendations }

### Case Managers:

- Case managers and job coaches need to work together and communicate
- “Employment first is great, but not ‘employment only.’”
- “There is a spectrum that is person centered. One person by one person, we need to design and help connect the pieces.”
- Like and appreciate that GEI and work of Sedgwick County DDO will address stereotypes and stigmas in community



## { Findings and Recommendations }

### **Case Managers:**

- See importance of starting early in a person's life
- Fears among families and caregivers
- Effective spokesperson
- Caution that supported employment continues to have social costs



## { Findings and Recommendations }

### **Job Coaches:**

- Two focus group-type discussions
- “Cautiously optimistic”
- Real-life understanding
- “Discovery process”
- Need to explain benefits to employee and employer



## {Findings and Recommendations}

### **Educators:**

- Three educators, pre-school
- Efforts to promote integrated employment should start early in life



## { Findings and Recommendations }

### Educators:

- Suggestions:
  - Addressing concerns by listening, showing success
  - Employers manage expectations
  - Project SEARCH
  - Relationships between teachers and students, job coaches and employers, transition staff and agencies
  - *“Get to know the student at the individual level.”*



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### **Educators:**

- Benefits:
  - For businesses
  - Parents
- Barriers:
  - SSI benefits
  - Transportation
  - Parents - fearful





## { Findings and Recommendations }

### Parents/caregivers:

- Focus group of nearly 30 family members
- “Hope” for loved ones working in an integrated employment program
- Fear and liability
- Need for job coaches to stay connected with employee, communicate with client (employer)



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### **Parents/caregivers:**

- “Circle of Friends”
- Transportation
- Communication with agencies, especially case managers



## { Findings and Recommendations }

### **Businesses:**

- Online survey
- Distributed to members of the Wichita Independent Business Association (WIBA) and Society for Human Resource Management (SHRM)



## { Findings and Recommendations }

# What we found:

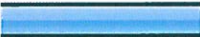


### Preferred term:

<b>56.5%</b>	<b>Integrated employment</b>
<b>30.4%</b>	<b>Supported employment</b>
<b>13%</b>	<b>Customized employment</b>



## { Findings and Recommendations }

6. Several terms are used to describe integrating people with disabilities in typical workplace settings within the community. Which term do you find more favorable? (Choose one)

		Response Percent	Response Count
Supported employment		28.3%	15
Customized employment		13.2%	7
Integrated employment		58.5%	31
		answered question	53
		skipped question	9



## What we found:

### Benefits of hiring a person with disabilities

- Improves **diversity** in a work place
- It is seen as the “**right thing**” to do
- Good for the person with disabilities and for those around them



## { Findings and Recommendations }

# What we found:

### Barriers of hiring a person with disabilities

- Belief that people with disabilities take **more time to manage** (61%)
- Concern that an employee with disabilities might be **unable to perform the work** needed (56%)
- One-quarter or more of those surveyed have a fear about liabilities, costs, not knowing what to expect
- One-third would not be convinced with financial incentives; nearly 4 out of 10 would not be convinced by a personal visit



## {Findings and Recommendations}

### What we found:

When asked **what would** move them toward hiring – or reinforcing a decision to hire – a person with disabilities

- **Hearing from employers** who have a successful experience (79%)
- Personal visit (60%)
- Financial incentives (68%)

What **would NOT** convince them toward hiring?

- Advertisements (83%)
- Direct mail (67%)





## { Findings and Recommendations }

### 1. How much do you agree with the following statements:

	Strongly agree	Agree	Disagree	Strongly disagree	Rating Average	Response Count
Employees with disabilities belong in our work setting	48.4% (30)	46.8% (29)	4.8% (3)	0.0% (0)	1.56	62
Employees with disabilities should have the opportunity to work	64.5% (40)	35.5% (22)	0.0% (0)	0.0% (0)	1.35	62
Employees with disabilities get along with other people on the job	40.3% (25)	56.5% (35)	3.2% (2)	0.0% (0)	1.63	62
Employees with disabilities have a positive effect on workers without disabilities	33.9% (21)	54.8% (34)	11.3% (7)	0.0% (0)	1.77	62
Employees with disabilities get the job done	30.6% (19)	61.3% (38)	8.1% (5)	0.0% (0)	1.77	62
Employees with disabilities are just like everyone else	16.1% (10)	48.4% (30)	33.9% (21)	1.6% (1)	2.21	62
Employees with disabilities require more time than those without disabilities to manage	11.3% (7)	50.0% (31)	33.9% (21)	4.8% (3)	2.32	62
					answered question	62
					skipped question	0



## { Findings and Recommendations }

### 2. How much do you agree with the following statements? Hiring someone with a disability ...

	Strongly agree	Agree	Disagree	Strongly disagree	Rating Average	Response Count
Helps meet the workforce needs for my business	22.0% (13)	49.2% (29)	22.0% (13)	6.8% (4)	2.14	59
Increases diversity in the workplace	45.8% (27)	52.5% (31)	0.0% (0)	1.7% (1)	1.58	59
Provides access to financial incentives (i.e. grant programs, tax benefits, etc.)	10.2% (6)	50.8% (30)	30.5% (18)	8.5% (5)	2.37	59
Improves self-image for employee with disabilities	45.8% (27)	50.8% (30)	3.4% (2)	0.0% (0)	1.58	59
Improves morale for people who work with employee(s) with disabilities	23.7% (14)	54.2% (32)	20.3% (12)	1.7% (1)	2.00	59
				<b>answered question</b>		<b>59</b>
				<b>skipped question</b>		<b>3</b>



## { Findings and Recommendations }

### 3. What would prevent you from hiring someone with a disability? (Check all that apply)

	Response Percent	Response Count
Concern that an employee with disabilities might be unable to perform the work needed	55.9%	33
Fear of potential liability	23.7%	14
Fear that there might be additional financial costs associated with hiring a person with disabilities	22.0%	13
Concern about not knowing what to expect	32.2%	19
Concern about how other employees might relate to a person or persons with disabilities	23.7%	14
Other (please specify)	27.1%	16
	answered question	59
	skipped question	3



## { Findings and Recommendations }

### 4. What activities below would help move you toward hiring - or reinforce a decision to hire - a person(s) with a disability? Rank each statement below.

	Would strongly convince	Would convince	Would not convince	Rating Average	Response Count
Personal visit by an employment specialist from a local agency specializing in job placement for people with disabilities	7.3% (4)	54.5% (30)	38.2% (21)	2.31	55
Hearing from employers who have had a successful experience hiring people with disabilities	25.5% (14)	54.5% (30)	20.0% (11)	1.96	55
Use of advertisements in local media	5.5% (3)	12.7% (7)	81.8% (45)	2.76	55
Seeing news stories about the advantages of hiring someone with a disability	12.7% (7)	49.1% (27)	38.2% (21)	2.25	55
Direct mail outlining benefits of hiring people with disabilities	5.5% (3)	30.9% (17)	63.6% (35)	2.58	55
Financial incentives (i.e. grants, tax incentives, etc.)	23.6% (13)	45.5% (25)	30.9% (17)	2.07	55
Education for co-workers who would be working with a person with disabilities	18.2% (10)	54.5% (30)	27.3% (15)	2.09	55
			<b>answered question</b>		<b>55</b>
			<b>skipped question</b>		<b>7</b>



## { Findings and Recommendations }

# What we found:

What **information** would convince them?

- Knowing a person with disabilities is a **reliable** employee (93.5%)
- Knowing people with disabilities can meet **employment needs** (98%)



## { Findings and Recommendations }

**5. What information below would help move you toward hiring - or reinforce a decision to hire - a person(s) with a disability? Rank each statement below.**

	Would strongly convince	Would convince	Would not convince	Rating Average	Response Count
Knowing a person with disabilities is a reliable employee	58.5% (31)	35.8% (19)	5.7% (3)	1.47	53
Knowing there is a collaborative (non-duplicative) effort under way in our community to integrate people with disabilities in typical workplace environments	30.2% (16)	39.6% (21)	30.2% (16)	2.00	53
Knowing people with disabilities can meet your employment needs	47.2% (25)	49.1% (26)	3.8% (2)	1.57	53
Knowing that a specialist would work with you throughout the employment process and provide follow up services as needed	37.7% (20)	41.5% (22)	20.8% (11)	1.83	53
			<b>answered question</b>		<b>53</b>
			<b>skipped question</b>		<b>9</b>



## Conclusions

- Barriers are significant, but incremental change is possible
- It will take a combination of activities to change perceptions:
  - Personal success stories from peers
  - Convincing employers that people with disabilities can meet their workforce needs
  - Personal visit
  - Financial incentives
  - Education of co-workers
- Advertising and direct mail will not work
- Use the term “integrated employment” when talking about hiring people with disabilities (re-branding)



{Findings and Recommendations}

# Recommendations





## {Findings and Recommendations}

# Model Program

- Target businesses with a “culture of inclusiveness”
- All about relationships
  - Get to know the other person
  - Don’t immediately ask for anything
  - Consistently provide quality



## { Findings and Recommendations }

# Organizational Plans

- Asking agency leaders, case managers and job coaches to meet together regularly
- “Integrated employment” language
- Highlight success stories – newsletters, websites, annual reports – “build the buzz”
- Utilize social media
- Participate in events
- Network of advocates



## {Findings and Recommendations}

# Messages

- **“Integrated employment. Meeting workforce needs for businesses.”**
- **Benefits:**
  - Job coaches
  - Examples
  - Low cost



## { Findings and Recommendations }

# Community Relations

- Sedgwick County DDO has leadership position in bringing together stakeholders, monitoring success in community
- **Business Leader Network (BLN)**
  - Spokespeople
    - People with disabilities
    - Businesses
    - Parents



## { Findings and Recommendations }

# Community Relations

- Sedgwick County DDO, working with BLN, could:
  1. Recognize businesses
  2. Recognize policymakers
  3. Monitor activities at agencies
  4. Encourage the use of social media



## { Findings and Recommendations }

# Community Relations

- Sedgwick County DDO, working with BLN, could:
  5. Coordinate public relations
    - Editorial board
    - Presentations from BLN
  6. Communicate the details of this plan with job coaches, agencies (directors and case managers) involved in GEI, parents, and partner organizations including:
    - Catholic Charities
    - The Arc of Sedgwick County
  7. Coordinate agency participation in job fairs



{ Findings and Recommendations }

# Evaluation



## { Findings and Recommendations }

# Evaluation

- Awareness and attitudes have changed in community
- Baseline of awareness and attitudes among some audiences
- Brief questionnaire





## { Findings and Recommendations }

# Evaluation

- Agencies (Self-Reporting)
  - Number of agencies using Great Expectations 'model'
  - Interviews with executives
  - Number of agencies communicating
  - Number of 'leads' generated
  - Number of placements
  - Duration of placements
  - Participation in job fairs



## { Findings and Recommendations }

# Evaluation

- Job seeker
  - Number of people with disabilities employed in Wichita/Sedgwick County
  - Number of people with disabilities who have heard about integrated employment
- Employer
  - Number of people involved with BLN
  - Number of presentations by BLN members
  - Number of news stories reported in newspapers, on TV stations
- Report includes brief summary of options