Virtual Customized Job Development Service Delivery Guidance

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CE in the Time of COVID-19: Customized Job Development

This Guidance builds on the Virtual Discovery Service Delivery Guidance and provides more detailed options for supporting the virtual delivery of Customized Job Development services during the community restrictions associated with the COVID-19 pandemic. The idea of developing jobs might seem impossible in the current economic climate. At publication, over 30 million workers have sought unemployment benefits due to layoffs related to COVID-19, erasing the gain of 23 million new jobs since the Great Recession. Remarkably, unemployment claims caused by COVID-19 did not significantly increase until March 22nd, meaning that 30 million jobs were lost in 6 weeks.

The abrupt economic stop caused by the Coronavirus is unlikely to be completely reversed by a strong and immediate recovery that takes us to "business as usual." Until a vaccine is proven effective, a more likely scenario involves an uneven recovery driven by local and regional public health guidelines. This means that there will likely be many more unemployed workers than jobs for some time.

Understandably, employment service providers are asking, "How can we possibly support employment-seekers to compete in this environment?" However, we should not forget what the pre-crisis "normal" was for employment-seekers with disabilities. The pre-COVID-19 employment status quo offers another opportunity to reconsider our approach to work. If the recovery will, at best, leave 69% of working age individuals who experience disability without work, then how can we do better?

According to the SBA Office of Advocacy, 99.9% of all US businesses are small businesses. These small businesses support just under 60 million employees and account for 47.3% of jobs. Small businesses, by design, are flexible and adaptable. They thrive due to the ingenuity and dedication of a few core visionaries. Creativity and adaptability prevail, and nowhere is this more evident than in the transformative small business response to COVID-19:

- Chemists have converted bio-refinery research facilities to produce medical grade hand sanitizer.
- Country stores and local pet supply companies now take orders by phone and deliver via curbside pick-up.
- Seamstresses retooled to make face masks.
- Hairdressers mix and deliver custom hair colors.
- Local restaurants sell full family meals; karate studios and gyms offer virtual classes; and all are feverishly running numbers and reworking plans to hit the ground running as soon as restrictions lift.

Most small business owners are focused on not just when to resume pre-COVID-19 operations, but also how to reinvent themselves to minimize ongoing disruptions and prepare for new opportunities. Many are undercapitalized and need options, and herein lies the solution to the "How will we compete?" question posed above. The simple answer is: We won't.

Customized Employment is not, and has never been, about competing for jobs. CE creates jobs. CE develops partnerships with community businesses and leverages resources to forge outcomes that benefit the job seeker and the business alike, while serving the community at large.

Over the next many weeks or months, as the dial swings back and forth on COVID-19 restrictions, the critical importance of moving forward with job development cannot be overstated. Americans forced into unemployment as a result of the pandemic are not sitting at home, passively waiting for the crisis to pass. Now is the time for community rehabilitation to lead with renewed thinking on job restructuring and pursue the creation of employment opportunities for employment-seekers with disabilities with the same focus, intentionality, urgency, and intensity of every other displaced, furloughed, or unemployed worker. The remainder of this guidance provides an overview of the key activities related to Customized Job Development and highlights potential options for conducting these virtually.

The Pivot: Discovery Moves to Job Development

At the completion of Discovery, all employment-seekers should have a completed vocational profile and a list of potential businesses that align with their Vocational Themes, skills, and interests. Although job developers may have been cleared to "jump to job" once these are complete, employment-seekers and team members alike benefit from holding one or more "meeting of the minds" to review goals and to create the job development action plan. The vast majority of this can be accomplished virtually, via web-based video meetings or phone calls and email (or any combination of these).

Solidifying the plans and honing the approach becomes even more important during times of COVID-19 restrictions, because employment-seekers and business owners may be meeting virtually. Team focus must include dedicated time for brainstorming how to best share the employment-seeker's story, highlight his or her skills, and create the space for natural connections to emerge. This planning is equally important whether the employment-seeker will participate in the informational interviews or be represented by the Employment Specialist.

▶ Virtual Discovery Recap

Schedule a virtual or social distance meeting with all team members to recap Discovery and plan for next steps. In advance of the team's virtual discussion and planning sessions, the lead employment staff must do the following:

- Review and confirm key information learned during Discovery, including the employment-seeker's Vocational Themes, ideal conditions for employment, and financial goals.
- Make certain that limiting notions about earnings and benefits interactions are not driving work goals. Review Plan to Achieve Self-Support (PASS) potential and other funding possibilities (Vocational Rehabilitation, Ticket-to-Work, etc.).
- Share the vocational profile—with the employment-seeker's approval—either via an online platform or by emailing copies to team members in advance.
- Organize and share relevant imagery (photos and video), also with the employment-seeker's approval.

▶ Outline the Customized Job Development Marketing Campaign

Discovery both reveals and creates the content that will be used to tell the employment-seeker's story. When reviewing Discovery content, job development teams consider how to engage businesses in compelling and relevant ways. The team assists the employment-seeker to build a coherent framework for their story and considers how content will be presented to business owners.

Of course, all people are complicated, and complexity cannot be understood through telling the "one and only" story. Quality Discovery will provide rich and robust information, which makes telling a person's many stories possible. If the goal of Customized Employment is to create employment opportunities (or work options), then employment-seekers and their team need to be prepared to tell many possible stories and use these stories to guide Customized Job Development.

"Telling a person's story" within the context of Customized Job Development might be thought of as the person-centered equivalent to a business' marketing campaign. Outlining an employment-seeker's Customized Job Development Marketing Campaign will involve the following elements:

- Discuss and refine the employment-seeker's story to be shared with businesses during informational interviews, potential community connectors/mentors, etc.
- Develop engaging representative videos, visual portfolios, or other materials to enhance connections, highlight employment-seeker engaging characteristics and skills, and to promote/support the employment campaign. Incorporate photos/videos from virtual Discovery activities, snippets from virtual informational interviews, etc.
- Review the social capital of team members, CRPs, etc., to identify potential people to assist with the development of video materials. CRP marketing departments and Board member connections are often rich, yet underutilized resources. School IT departments, yearbook clubs, theater/production groups, etc. may also be untapped resources.
- Create a multimedia campaign, using social media, online, and print promotional materials. Employment staff and team members must ensure the campaign's messaging matches CE's core values.
- Pursue funding for any of these activities if the necessary skills can't be found among existing team members or their connections.

Team members should dedicate all needed resources to work with employment seekers to tell their stories well. In some instances, when no team member possesses the skills or resources to create Job Development materials, paying for those services should be an option. This would include encouraging funders to invest in the Customized Job Development Campaign by bringing in marketing professionals.

▶ Build the Job Development Team

Connect virtually with all potential team members, via a large group web-based video conference, and/or a series of small group or individualized calls to discuss the role of the job development team members. Ensure team members know that their primary purpose is to share social capital for the purpose of informational interviewing and expanding the knowledge base around local businesses related to the employment-seeker's Vocational Themes- not to ask for jobs. Other team development activities may include:

- Existing team members identify other potential team members, based on job development needs.

- Find out where the CRP, team, board members, employment-seeker, vocational rehabilitation, affiliated community groups, etc. spend money. For example, ask the CRP to review their vendor ledger (the listing of all payments made for products/services) and consider if any of the businesses match the employment-seeker's Vocational Theme's for informational interviewing. Individuals should similarly review their economic relationships for opportunities.
- Create an Active Employer Council (AEC) or Community Action Team (CAT). The narrowing of personal schedules and responsibilities, reduction (or temporary elimination) of in-person organizational meetings and related logistical activities (like commuting), make this a good time to consider the creation of an AEC or CAT. These formal groups are comprised of community members outside of human services. They commit to meet employment-seekers (once Discovery has been completed) and use their personal, professional, and community connections to support Customized Job Development. In contrast with other advisory groups, the success of the AEC and CAT is measured by quality employment outcomes, not awareness or informational efforts.
- Schedule a virtual session to discuss self-employment or resource ownership. Mine the team's networks for potential community resources to support these endeavors.

▶ Verify Potential Resources

Customized Job Development is economic development. Before job development efforts begin, teams should review and identify any potential funding available to support job creation. On-the-job training-funds (OJT) through Vocational Rehabilitation (VR) and individualized internship funding through American Job Centers may be used to support negotiated wage jobs. Funding for resource ownership or self-employment could be available through VR funding or Plans to Achieve Self-Support (PASS). Job development team members cannot credibly explore these options without knowledge of specific funding possibilities and amounts. Teams must not wait for resource ownership or self-employment opportunities to reveal themselves, then approach funders. Funding may not be required, but the disparate economic impact of COVID-19 on small business makes this a particularly opportune time to explore these possibilities.

To ensure these options are understood by the team, employment staff should systematically and strategically research each option identified below.

- **System Resources:** Vocational Rehabilitation; Medicaid-Waivers; Plans to Achieve Self-Support (PASS); Ticket-to-Work; Griffin-Hammis Associates K-Fund; Individual Development Accounts; American Job Centers; COVID-19 relief funds; and others.
- **Community Resources:** Community Economic Development grants/initiatives; Micro-loans; Compensating Balance loans
- **Personal Resources:** Employment-seeker/family resources; ABLE accounts

- **Transportation:** Discovery should clarify transportation needs and resource options. No employment plan can succeed without an in-depth exploration of transportation needs and contingencies.

Create the Job Development Action Plan

After reviewing, refining, and verifying all of the information detailed above, the job development team members should revisit the "Lists of 20" created during Discovery: a comprehensive list of specific small businesses that relate to the employment-seeker's Vocational Themes, skills, and interests. The following core components of targeted action plan development can all be accomplished virtually, either via web-based video meeting(s), phone calls, or email- or any combination therein.

- Connect with employment seekers and family members to explore options for virtual job development during COVID-19 restrictions. Identify any potential concerns and incorporate or address these within the action plan. Plans must be flexibly designed and crafted to accommodate any specific concerns or preferences of the individual employment seeker and members of his/her support team.
- Review, edit, expand the businesses identified on each List of 20.
- Prioritize businesses to be contacted for the initial round of informational interviews, specifically targeting those who can connect virtually (or in person, using safe social distancing protocols, as allowed by state/county/local regulations) during the time of COVID-19 restrictions.
- Identify social capital to provide a warm connection for each of the businesses targeted on the priority list. If no existing team members have connections to any of the identified businesses, work together to identify other possible sources of connection.
- Ensure the employment-seeker has all necessary technology/equipment to participate in the informational interviews to the maximum extent possible (to be determined on an individual, case by case basis).
- Create timetables for conducting informational interviews and follow-up team meetings to debrief, update, and plan next steps.

The Launch: Conduct Initial Informational Interviews

Job development officially launches as the Employment Specialist and employment-seeker schedule and conduct informational interviews with the priority businesses identified on the Lists of 20. The goal of informational interviews is to connect with small business owners/employees to build first-hand knowledge through direct connection, and when possible, through direct experience within the business.

Informational interviews provide insight into the industry as a whole and a snapshot of the inner workings—the daily grind—of the business itself. They allow for a deeper and more nuanced understanding of the company's vision and values and how these are reflected (or not) in the core business projects, tasks, and activities, and, more importantly, within the work culture itself.

Perhaps the single most important component of informational interviews is the opportunity they create for the employment-seeker and business owner/employee to form an authentic and genuine connection, independent of the Employment Specialist. This type of connection is the customized equivalent of striking gold. Not only does it enhance opportunities to create jobs, but within it lie the seeds for both sustainability and longevity—the organic development of natural support.

All of these elements are equally important regardless of whether informational interviewing is done virtually or in-person. The medium may change but the intent remains: connect with community businesses that align with the employment-seeker's Vocational Themes to develop relationships, identify opportunities for future conversation and exploration, and keep the momentum going by laying the foundation for the next steps of job development.

NOTE: Informational interviews can and should be conducted virtually to the maximum extent possible if in-person conversations are prohibited by COVID-19 restrictions. Many business owners are available and potentially even more accessible during this time. A class of Employment Specialists in Maine conducted successful virtual informational interviews with over 40 small businesses in a two-day period last week. There is nothing to be gained and much to be lost by waiting to conduct these interviews. In some cases, pandemic-related planning may offer rich, yet time-sensitive, opportunities to brainstorm possibilities for self-employment, business-within-a-business, or resource ownership.

▶ Conduct the Initial Informational Interviews

During COVID-19, informational interviews may be conducted using web-based platforms, such as FaceTime, Skype, or Teams. Virtual tools like Zoom and Teams make sharing multi-media and imagery very easy, so key materials developed as part of the marketing campaign to highlight the employment seeker's story can and should be shared, even if the interview does not happen face-to-face.

In some cases, informational interviews may be conducted in person using appropriate social distancing and preventive measures, depending upon local ordinances and employment seeker (or family) preferences. Social connectors remain the optimal conduit to the businesses and should

make the first point of contact whenever possible. Employment Specialists may then follow-up on the warm connection to introduce themselves, schedule the interview, and determine how best to hold the informational interview virtually.

Much of the informational interview process remains the same during COVID-19, but Employment Specialists should guide the conversation to explore COVID-19 related business needs, challenges, and potential opportunities in addition to the more general ones. Potential probing questions could include:

- How do you anticipate how your business will change once restrictions are lifted?
- Are there any new products or services you would like to offer?
- How have your interactions with customers changed?
- Is there anything customers ask for, or complain about (in general, or specifically about the lack of business offerings)?

The following Informational Interviewing activities should generally be completed, regardless of the format for the interview:

- Use smooth listening techniques to learn about the interviewee and the business. Listen for potential unmet business needs and clues to the workplace culture and values.
- Share the employment-seeker's story, enhanced by imagery and videos to highlight skills and commonalities and to promote connections. Intentionally avoid disrupting any spontaneous interactions that emerge between the business owner/employee and the employment-seeker.
- Allow business members to take the employment-seeker and employment specialist on "virtual tours" or "business walk throughs" if/when possible. Virtual website tours may be available as well. If so, use these as the foundation for additional conversation.
- Seek advice and recommendations for other businesses to contact. If the business owner/employee seems open, ask if they would be willing to make warm connections with these businesses.
- Seek Guidance on Resource Ownership & Self-Employment opportunities: Discuss economic resources (VR, PASS, etc.) identified in the job development action plan that the employment-seeker could potentially access. Share examples of how other employment seekers have used these funds to create jobs, such as by purchasing tools or equipment to expand product lines within an existing business or to start their own business, either independently or as a business-within-a business. Ask for advice on how the employment seeker might use these funds to create opportunities for work in that field.

▶ Conduct Follow-Up Informational Interviews

If an initial connection between the employment-seeker and business owner/employee emerges and all agree that would be worthwhile to deepen the discussion, the Employment Specialist should schedule time for follow-up conversations, even if these occur virtually or in-person while maintaining physical distancing guidelines. The focus of these follow-up interviews shifts from the general to the specific, as the employment seeker and business owner work to identify and explore potential job or creation opportunities.

Remember, the initial informational interviews are designed to elicit information and advice, not to find job openings. However, given that the businesses on the List of 20 were strategically targeted because of their alignment with the employment seeker's Vocational Themes, conversations about job or business creation are expected to follow once the employment seeker sees how they can contribute to the business in ways that are valuable to the business.

- Conduct follow-up interviews to take a deeper dive into exploring unmet needs, short- and long-term business goals, and any potential opportunities for job creation identified during the initial interview.

  For example, an informational interview with a bike store owner in Maine revealed that sales have "gone through the roof" over the last two months since more community members are spending time outside. He would like to explore offering a bike rental service at local campgrounds as well as expanding his store into the empty retail space next door. During the follow-up interview, the employment seeker, Employment Specialist, and business owner would look further into the viability of both of these options—presuming that there was a good connection between business owner and employment seeker—as well as to continue to explore other unmet needs and options.

- Once business needs and a possible good fit for the employment-seeker have been identified using virtual tools, the employment-seeker, employment staff, and the rest of the team quickly brainstorm the best next steps to start a conversation with the business about how the employment seeker may be able to help the business meet those needs.

  These conversations indicate the start of negotiations. Typically, at first, this feels more like an informal "just talking" kind of dialogue. Though, if it makes sense, the employment-seeker may decide to offer a more formal employment or business proposal.

- Help the business owner with any research that is needed to confirm the viability of the job or business creation opportunity. Offer to assist with any calls or emails to vendors, potential customers, or other market research. Follow through on your commitments.

  Often, the business owner has the data at their fingertips due to their relationships with suppliers and customers. The employment-seeker and appropriate team members should assist with confirming the business' assumptions, researching costing and sales numbers, verifying job tasks and responsibilities, connecting with funders, and confirming available resources.

▶ Continue Working the Lists of 20.

Follow the process above for all priority businesses on the List of 20 as well as for any new and promising businesses identified through other informational interviews. At a minimum, conducting informational interviews will expand the knowledge base and build (enhance) industry-related social capital; at best, they may reveal opportunities for further exploration or job negotiation. Remember, not all industries are completely shuttered, nor is the experience of all businesses within the same industry universal. Another bike shop owner in the same vicinity as the one discussed above, reported a strikingly different reality and indicated that he was experiencing a day-to-day struggle to keep the doors open. We cannot assume or presume that the experience of one business in an industry is representative of all. The more interviews we conduct, the better we can expand the employment seeker's range of options before ultimately settling on one.

DO NOT STOP THE PROCESS, even if interesting possibilities emerge during one or more of the interviews. We can follow many leads at once!

Job & Business Creation During a Pandemic Recovery

Many may embrace the above actions as methods for gathering information and maintaining momentum during the COVID-19 outbreak but assume that actual job creation and work itself- starting the job- must wait until the pandemic ends. This assumption is both mistaken and dangerous, in that it all but ensures those who have often faced the most significant of economic hardships and the most substantial barriers to the workforce must continue to do so indefinitely. The challenge for all US workers and businesses now is not simply how to ride out the pandemic but how to do so while redesigning their approaches to work in order to generate stable income/revenue. The goal for job development during the pandemic then is not simply to gather information about what work is possible but to actively create jobs that can both start and sustain despite the projected fluctuating impact of COVID-19 in the months (or years) ahead.

Zoom, Microsoft Teams, Facebook Messenger, Houseparty, or other virtual meeting tools can be used to continue the discussions starting during informational interviews. Face-to-face meetings, while following social distancing requirements and other recommended preventive strategies, may be possible when shelter-in-place/stay at home orders are lifted. Regardless of the format or locale, economic—not charity—rationales (i.e., profits) always serve as the foundation for quality job creation. These strategies support the employment-seeker to compellingly demonstrate their potential value to the business. The knowledge gained during Discovery offers specific and detailed evidence of a possible fit for the employment seeker. Informational Interviews give insight into business operations and needs. Combining the two—employment-seekers as potential assets who respond to real business needs—leads to the good match.

Customized Employment is Economic Development. COVID-19 has created a crisis in the labor market, but Customized Job Development does not react to labor-market trends. Instead, it seeks job or business creation (or, possibly, both). The strategies outlined above support employment-seekers, practitioners, and job development teams to create opportunities and options, even when "no one is hiring." Businesses will be considering all options as they recover from the COVID-19 shutdown, presenting a unique opportunity to partner and explore all three customized employment options:

- **Negotiated Created Wage Job:** Restructured Tasks or Tasks Based on Unmet Needs or New Products/Services.
- **Self-Employment:** Home-Based, Stand Alone, or Business-Within-A-Business.
- **Combination Employment:** Wage and Self-Employment.

▶ Craft Economically-Sound Job Creation Proposals

Depending on how the informational interview follow-up progresses, the employment-seeker (with the support of the employment staff) could begin a discussion about how her talents and skills (identified and confirmed during Discovery) offer possible solutions to the business owner's problems/needs. Or, the employment-seeker could say that she'd like to think about what was

shared and tell the business owner that she'll follow up with "ideas about how to help." The follow-up might initially be further conversation, and then move forward into a more targeted negotiation.

As follow-up informational interviews reveal immediate or emerging opportunities for job creation, employment seekers, Employment Specialists, and other members of the job development team reconvene (virtually) to brainstorm and develop targeted and specific employment proposals. Proposals are the starting point for negotiations and the initial offering to be discussed and explored. Adjustments and changes are to be expected when the actual negotiations begin, but the proposal itself should be clear, detailed, and well-supported. The list below covers the general arc of proposal development, but the actual elements to be included will vary depending on the individual employment seeker and the business.

- Identify possible tasks to be completed. These should be based on identified business needs and be a good fit for the employment seeker. Tasks should clearly align with the employment seeker's skills, interests, and capacities revealed by Discovery and should never be a compilation of the things that other employees don't like to do (pick up trash, clean the bathrooms, etc.). They must be tasks that are valued by the company, necessary for daily business activities, and linked to revenue generation. Tasks identified must be sufficient to create a full-time job or meet the targeted number of hours sought by the employment seeker.
- Describe how these tasks "match" the employment-seeker (skills and talents). Since the process began with informational interviews and follow-up exploration, much of this should already be clear to the employer, so this may be a brief explanation. This is still a critical piece, however, since it ensures that creating a good fit for the employment seeker is central to the process. To be a win-win, the proposal must benefit the employment seeker as well as the business.
- Detail how the proposal will benefit the business (bottom-line profit). Completing this piece involves running some basic numbers to clearly demonstrate how and why job creation will positively impact the business financially. Although the header above identifies creating a "proposal", it is entirely possible that there will be multiple iterations. Creating a proposal for the bike shop owner described in the last section, for example, might include creating a wage position where the employment seeker would build custom bikes in her home garage. Hiring her would allow the shop to sell more bikes, which would pay for her position and generate additional revenue, while remaining viable when more significant COVID-19 restrictions are in place. Another option might be for the employment seeker to start a business within a business by setting up a bike building/repair station in the empty shop next door. Free-flowing conversations and negotiation around both these options (and others) are the goal, so teams should gather information about as many options as possible to fully support future discussions.
- Identify potential resources to support the options identified in the employment proposals. If the employment seeker has access to possible PASS funds or VR funds, for example, these can be included in the proposal itself. Teams should connect with VR counselors and other potential funders as they are developing the proposals to discuss these options and identify what the funder might need in order to support the proposal.

▶ Share the Proposal

Once the team has finalized the proposal, the employment seeker and Employment Specialist meet with the employer to share the proposal and begin negotiations. This meeting can occur virtually or in person, while following physical distancing guidelines. They could meet while remaining in their vehicles, for example, like some faith-based organizations are doing. Or, they could bring folding chairs to an open space nearby (a parking lot or park) and keep at least 6 feet apart, as some neighbors are doing to keep in touch.

Although they have created a solid, well-supported proposal, the format for sharing it is still conversational. Sharing one proposal as "the" possibility opens the door to a "yes"/"no" response-precisely what CE seeks to avoid. Instead, the proposal serves as the foundation for a more nuanced exploration of an array of possibilities. Regardless of the meeting format - virtual, socially-distanced, or standard face-to-face -, conversation and discussion are always the name of the game.

- Begin the negotiation as a natural, open-ended discussion. Start the conversation by highlighting the employment-seekers competencies, capacities, and contribution, using prompts such as:
  - "Would you consider…"
  - "Can you imagine…"
  - "What would you think if…"
  - "There is a possibility that…."
  - "The employment-seeker may be able to help with…"
  - "You mentioned…"
- Share the key components of the options detailed in the proposal, clearly detailing the potential "win" for the business and employment seeker. Allow time and space for the employer to respond, shape or tweak the elements in the proposal, or identify additional possibilities.
- Confirm or revisit needs the employer identified during the informational interviews. A realtor who has used the current slowdown to reassess her business needs, for example, may have identified general technology challenges that have been exacerbated by the increased use of technology during the COVID-19 crisis. She struggles to efficiently upload photos to MLS (which feeds sites like Zillow and Trulia) as well as to regularly update her existing social media accounts. She believes she needs to be more active on social media in general and to refresh her marketing efforts and brand in general. She is also struggling with managing her calendar and business operations while trying to respond to client needs. She's concerned that her responses to clients are both inconsistent and haphazard.

  These issues are exacerbated by the COVID-19 crisis, yet they also represent ongoing challenges for the realtor. During employment proposal negotiations the employment seeker and Employment Specialist would revisit these identified concerns and potentially offer options for addressing them. One scenario might involve hiring the employment

seeker as a secretary to manage social media and marketing as well as to handle customer calls and scheduling. These services could be performed virtually during the COVID-19 outbreak and potentially transition to in-office at a later date. Freeing up the realtor's time to concentrate on meeting with clients and selling homes would more than cover the costs of hiring the employment seeker. If the realtor is concerned that she would not have sufficient hours to meet the employment seeker's goals, the employment seeker might consider starting a small business offering these services to additional realtors.

- Continue the discussions until both parties reach agreement or hit a natural stopping point. Because not all negotiations will result in job creation, it is critical to keep the process moving with multiple employers instead of stopping to focus on one possibility, no matter how strong it appears.

▶ Keep Moving!

The single most important thing employment service personnel can do is: Keep Moving! Do not stop the process, regardless of the outcome of any particular interview or negotiation. COVID-19 has created a crisis in the labor market, but Customized Job Development is about job creation. As such, it provides one of the most powerful and needed tools available, to employment seekers, to small businesses, and to community economic development as a whole.

Onward!!!