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**MANAGING STRESS AND FEELINGS OF
ISOLATION RELATED TO JOB DEVELOPMENT
AUGUST 28, 2014
1:00 P.M. ET**

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>> OPERATOR: recording started.

>> CELESTIA OHRAZDA: Okay I have 1:00 o'clock and I would like to welcome all of you to Southeast TACE Webinar job development series presented by the TACE region IV today's session "Managing Stress and Feeling of Isolation Related to Job Development" is the 6 th in the series my name is Celestia Ohrazda and I will be facilitating today's webinar. Before we get started I wanted to share some information and answer some of the Frequently Asked Questions. Today's webinar is being conducted using Blackboard Collaborate this system makes it possible for us to conduct workshops over the internet from just about any computer with an Internet connection and web browser. Unfortunately there may be computer issues inherent in your systems that are beyond our control which is why it is very important for you to check your systems prior to the session. Our staff is available upon request to work with you to troubleshoot. But once the session starts, we really can't do anything. The session is being captioned. To turn on captioning please select the CC icon in the upper toolbar to open a separate window with captioning.

Today's session is also being recorded and archived for future use. A link to the recording will be posted on the TACE southeast Web site and also sent out in a follow-

up e-mail. Please share this link freely with colleagues who may have missed the opportunity to participate in today's session all microphones and phone lines are muted if you have a question please type it in the chat area. At this time we're asking that you close any other applications that may interfere with your experience today. And I'm going to turn the session over to Jill to introduce our guest speaker. Jill?

>> Thank you, Celestia. And thank you to each of you for participating in today's webinar. As Celestia mentioned, today's webinar is the sixth in our series that we have created through the Job Development Exchange or what we like to call the JDX network if you want information on the Job Development Exchange or you want to access any of the past webinars or materials associated with these webinars, you can visit our Web site at TACEsoutheast.org and click on the Job Development Exchange page which will take you to each of the webinars that we have done in this series as well as provide you with some materials associated with those webinars.

I just would call out to you that this series was created through work within the state vocational rehabilitation agencies in the southeast and TACE we went to the agencies and asked them to identify the organizations of job developers that they work with in their area that are exemplary that help people with significant disabilities go to work and then we went and held focus groups with those individuals and we asked them for information related to their needs. And one of the things that came out over and over and over again from these individuals was that as a job developer there are a lot of feelings of stress related to meeting that placement role and sometimes individuals feel isolated because the community that you're marketing with.

So in response to that need, we reached out to Bill Sandonato, who is a very well known consultant in the field of job development. And specifically he's an employment consultant for the Florida Association of Rehabilitation facilities. He's also a senior organizational development consultant for an organization called ServiceSource. So we're really excited he's here with us today. I think you'll get a lot out of this.

I would also just call your attention to the fact that the Southeast TACE has been funded by the Rehabilitation Services Administration for the last five years. And our grant will be coming to an end at the end of September this year. We have requested a (speaker off mic) we work forward to working with the agencies in the southeast as we work to put closure to the work that we have done over the last five years and to work with you to build a sustainability plan so that the work that we have done through the Job Development Exchange and can continue in a self sustaining manner.

And last before I turn it over, I want to thank each of you who participated in the survey that we put out there. Bill created a survey. And many of you participated in that. And I'm really excited to hear Bill present and share those survey findings.

So without further ado, Bill if you want to take it away from here.

>> WILLIAM SANDONATO: Yes, hi, everyone, it's great to be with you. And good afternoon.

So as I look at this topic of managing stress, the stress that I'm currently trying to manage is that I turn off everything that could possibly ring or interrupt the webinar since my mic doesn't get muted. I sent the dog to the groomer. I have shooed away the lawn guys telling them to come back today I'm hoping to manage my own stress as we get through this time today. As you know our intent is for the session to be interactive. And if you have any questions please type them in the chat box and we'll make sure we get them answered. We'll probably hold questions until the end. But if there's anything pressing, feel free or something that you want to -- if there's anything that you want to add to any of the points that we're making, feel free to do that, as well.

Of course for me, it's a pleasure to be able to present today. I have been part of TACE and all of those pieces that have provided technical assistance to the various divisions of vocational rehabilitation and to providers throughout the southeast for many, many years. And I was extremely excited to be involved with the formation of the JDX employment exchange. And have looked through and been part of several of the other sessions and series. And it's really an honor to be part of presenting to you today.

So the topic as we indicated is "Managing Stress and Feeling of Isolation Related to Job Development".

And what we obviously what we're going to focus on are some of those areas and some of what we might be able to do to address some of those areas around this concept of stress and feeling isolated.

As Jill indicated, we conducted a survey through TACE and we were very pleased to have 124 responses. A couple of quotes up on the screen right now are just a couple of the quotes, some of the things that we heard from our participants in the survey.

The themes you'll see are pretty universal.

This concept of feeling like one is swimming up stream. Not being able to completely control all of the pieces to reach the conclusion of a successful job placement, because after all, we are dealing with a whole lot of variables and a whole lot of people upon whom we're dependent. Not the least of which is the individual who we're trying to place on the job.

There's another page of quotes which we just put up on the screen. And I do want to read the first one with you. Because I think it says a whole lot.

I am someone who has just come out of school and trying to learn how to be a job coach. I need the ABC's of job coaching! Lots of people in the organization are willing to give me tips, but no one has trained me in the basics. It's like being taught to be a master baker before being taught how to use a measuring cup.

Interesting perspective. And one that we heard repeatedly through the focus groups that we conducted. And also through this survey.

Also often heard about the concept of feeling alone. Not being able to find avenues for Support.

As I indicated, we received 124 responses to the survey. And we did not really differentiate the survey between job developers answering the questions and/or whether your supervisor or manager answering the questions. And that probably skewed the results a bit. But still they are pretty significant. 35% of the people who we heard back from said they did not receive adequate training at hire. That's at least 1 out of 3.65% felt the work is characterized by intense pressure and deadlines, 31% they did not get appropriate recognition for a job well done. 30% said they don't feel valued. 19% said they felt that they didn't have a support network that they could depend upon and 20% indicated that there weren't ample opportunities for continuing training. And again that's pretty consistent with what we heard through focus groups and also was pretty much reflected in the literature.

One thing, though, that certainly was the positive that came out of the survey process and also consistent with what we hear all the time from people who do job development is 97% of the people who responded, responded positively to the question, I am proud of the work I do.

Possibly the maybe in the field of rehab, there's probably nothing more satisfying for job developers. And for organizations than having people be able to maintain employment and have the resulting self-esteem that comes with employment.

So 97%. That's a pretty amazing number of people who felt positive about what they do.

So as I indicated earlier, the purpose of this webinar, is really two parts. One from the perspective of the job developer, the coach, the job placement specialist. How to manage stress yourself to get what you need in terms of support and training and not burn out.

And for managers, what can you do to support job developers to capitalize on that wonderful number of 97% feeling pride and helping them to not feel isolated and not to feel over stressed in the job.

The next a couple more pages of quotes here. And these quotes came from a focus group with job developers in which we asked pretty much the same question but had the benefit of enabling them to talk to us a little bit more about their feelings as job developers and this concept of isolation and stress.

So I started on Monday and spent three days with one of the job developers following him around. After that I had a caseload of my own. I was told to just ask questions if I had any.

Unfortunately we hear that more than we don't. It's more common to hear about job developers feeling like the amount of training that they get on the initially is pretty limited. And we'll talk about some of those reasons.

The other one that really kind of speaks to isolation, there's a quote here about the feelings that they were competing with other job developers not only from their other

company but also with job developers who work for same organization and that sharing really didn't occur.

A few more comments.

I asked for more training and was told that I should just think about how used car salesman get customers to buy. I think there's a huge disconnect between the Mission Statement which is all about helping people find jobs and the amount of attention paid to that function.

Think about how used car salesmen get customers to buy.

Probably not terrible advice if taken in a larger context of advice. But certainly as the way that we consider successfully training job developers leaves a lot to lack.

And of course the other reality is because we in the job development role, whether we work for community based organizations or for the state, it is about achieving an outcome. And a successful outcome. And getting that 26 or getting that benchmark, performance benchmark. And you know, the one -- the other -- other thing we can't control is clients who don't reach their 90 days or reach their benchmarks and it is demoralizing and it does cause some of those feelings of stress and isolation. So I tried to find some good definitions of feelings of isolation.

And those kind of seem to talk to what we're -- what we are looking about.

And they are both from the literature. The first one is from an article written about work related stress and work satisfaction in voc rehab. And isolation was defined there as a lack of care in terms of intervention, supervision, and other forms of support for workers.

In another article in -- from folks in our field, the second part of the definition, workplace isolation is a two dimensional construct that represents individuals perceptions of isolation from others at work and includes perceived isolation from both colleagues and from the company's support network.

So an important point that in this definition that it's about feeling a lack of support not only from the company's management, the leadership, but also from other colleagues. And again, we'll explore some of this in a little bit more detail.

When we asked job developers, we looked at those definitions, we looked at their comments and said well how does that look? How do those feelings of job -- of isolation, how do you perceive them? And many, many times we heard these four points come forward.

In adequate initial training in job development skills at time of hire.

Limited or no opportunities for ongoing training.

Lack of mentors, role clarifiers.

And little or no opportunity for external networking. Particularly with other job developers.

We heard these -- if we could look at our groups between those people working for community rehab programs and those working for the state, this was particularly

resonant in organizations where employment was not the primary focus. Some of these organizations have served folks with intellectual disabilities or with mental illnesses. There was certainly a very loud message about the -- about this feeling of isolation and how isolation is perceived and how it comes about.

So just share a cartoon with you. Yep, I'm alone. That's a lot of people who do this job, this very, very important job, feel.

Also from the literature there is -- besides the feelings of isolation, they also very much coincide with people not remaining on their jobs. So the title of this particular graph is satisfaction with leadership, climate and voluntary quitting. And as you would expect, when folks -- this is one year. When folks are very satisfied, there's very little correlation between quitting and being very satisfied. But when folks are very un satisfied and un satisfied for many of those reasons we talked about and particularly those reasons around not feeling that there is support internally with colleagues and with leadership particularly, we can see that the percentage of folks who voluntarily quit because of being un satisfied is considerably high.

A couple of other quotes specifically about isolation as related to our field. The first one reads, the counselor must realize that it is not possible to solve everyone's problems. And that the counselor cannot solve any problem without the help of clients, co-workers, supervisors and other professionals Isolation creates a surefire atmosphere for burnout.

So we can substitute counselor in there. And use the word job developer or placement specialist or job coach. But the reality remains the same.

That it's not possible to solve everyone's problems, to get a job for everyone. And that, again, just as our survey pointed out, it's pretty much impossible to try to go it alone.

Another quote about isolation. And it reads, poor working relationships amongst co-workers in an organization impacts a person's psychological well-being. Co-workers support significantly increases the respondent's sense of personal accomplishment while supervisory support reduces emotional exhaustion.

This is an interesting quote which I thought we would share with you from the - from the Russian poet philosopher and author Chekov. The quote is isolation in creative work is an onerous thing, better to have negative criticism than nothing at all. Again that sense of you know my supervisor doesn't give me the feedback I need, et cetera.

I'm getting a message are the slides moving. And an answer no.

Celestia, is there a problem?

>> This is Thao I'm one of the tech supports, if you can -- oh, it looks like you already un checked the follow box.

The slides should be advancing now. I think you had the box that says follow on the upper right hand corner of the slides, if you un check that box then the slides will not move for the audience.

>> WILLIAM SANDONATO: Oh I'm sorry it took so long for that to be known, my apologies, all. Hopefully we're on Slide 16. and hopefully you can review some of the other slides as -- at your leisure.

Moving on to the next slide and talking a little bit about stress. And both defining it for you and for us as it relates to job development.

These two definitions are from the World Health Organization, who certainly is recognized work related stress as a major health issue in the world. And I think these are two really good quotes.

Work related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope.

And also, stress occurs in a wide range of work circumstances but is often made worse when employees feel they have little support from supervisors and colleagues as well as little control over the processes.

So there are -- one technique possibly for stress reduction if the -- is the following -- is the chart which you can make up and hang in your office. I'm sure if you don't have one in your office, you've often found some other place to bang your head when that stress gets pretty overwhelming.

Stress is when you wake up screaming -- this is a great quote from an un known author but I thought it resonated pretty well. For I know the feelings of stress that many job developers talk to me about.

Stress is when you wake up screaming and you realize you haven't fallen asleep yet.

So this is just a diagram of how stress works. You know I think we can -- the manifestations of stress not only related to our field but also generally are there's often a decline in physical health. In work related circumstances there's often a decreased motivation, sometimes tardiness and absenteeism. Low job satisfaction. Decreased productivity.

And of course a problem in our field, low financial return. And it's a vicious cycle. Those things obviously cause more opportunities for stress.

So the American Institute of Stress contracted with Integra to do a study around workplace stress. And these are pretty indicative of just how serious an issue it is. And also quite indicative of how serious an issue it is in our field based upon what we heard in our surveys and in our focus groups and from you by formally and anecdotally. 65% of workers said that work -- workplace stress caused difficulties and more than 10% described these as having major effects. 19%, 1 in 5, either quit a previous position because of stress and nearly 1 in 4 had been driven to tears because of

workplace stress.

62% find they routinely end the day with neck pain, 62% with work related neck pain. 44% reported stressed out eyes 38% complained of hurting hands and 34% reported difficulty in sleeping because they were too stressed out. Finally 12% had called in sick because of job stress. And over half said they often spend 12 hour days on work related duties and an all -- equal number frequently skip lunch because of the stress of job demands.

Obviously a recipe for being unsuccessful and certainly being -- burning out and having those opportunities to -- to be successful at what you do minimized by all of these other things going on that are causing these various areas of stress.

So we take that and we look at it in terms of job developers, certainly workload. You know sometimes maybe sometimes better is replaced with the word often there's just too much to do. The pressure of deadlines and concerns about the ability to fulfill the responsibility is a tremendous source of stress.

Too much communication. We're going to talk about -- we talked about too little communication. But just keeping up with today's rapid fire communication in the workplace, whether it be phone calls or e-mails or whatever else are constantly an assault on an employee -- employees being able to focus on what they need to do to get their jobs done and therefore causes Obviously what we talked about before, too little communication. I want to read that second sentence. Employees rely upon their superiors to provide direction, instructions details and other pieces of essential information. When such information isn't being relayed properly, employees are often left frustrated and uncertain.

Certainly lack of training which we'll spend a little bit more time talking about. And that being both the initial training and also the ongoing opportunities for training.

And then unclear expectations. We have heard frequently from job developers that they just weren't exactly sure of what the expectations were that they were expected to accomplish.

Go out and find jobs for people with disabilities really wasn't enough information to help them clearly understand the expectations.

Finally, lack of appreciation. Or any kind of feedback for that matter. This includes both positive and constructive criticism. But when there's no positive feedback or very little positive feedback, the job developers -- the job developer is unsure of himself. Doesn't really know if he's doing a good job. He doesn't know if he or she -- their hard work is being noticed or appreciated. And that's a cause of anxiety and anxiety is certainly a cause of stress.

So this is sometimes the typical employee recognition program. If you can't see it clearly or aren't able to view it, there are four people in a lineup. And the boss is saying, no. 4, I think he works here.

It's not exactly what we're talking about when we talk about employee recognition.

But that's sometimes about all we get.

I guess something that's important to remember is there are two other consequences of stress. Stresses isn't burnout. We tend to use the terms interchangeably. But burnout really is -- comes about when people are chronically stressed. Because then they feel negative. They lose their motivation and their interest in work. That's how we define burnout. And those stresses necessarily -- chronic stress will ultimately lead to burnout.

The other thing common in our field and we hear this from job developers who just are exhausted trying so hard with their clients. When the cost of caring for others who face substantial barriers to improve their very difficult life circumstances profoundly affect the caregiver.

So sometimes just the nature of the work that we do is fatiguing. And that is a result of stress. And compassion fatigue is extremely serious as burnout. And often leads to folks leaving their job.

So great philosopher Fred Rogers, you can see the picture. He's on -- he has on one of his classic sweaters. Says, in terms -- in times of stress the best things we can do with -- for each other is to listen with our ears and our hearts and to be assured that our questions are just as important as our answers. Some pretty good advice. For all of us.

So good. We now have a clear picture of what isolation and stress look like. And as we try to look at two different perspectives for dealing with those, we go back to the purpose of the webinar.

So we're talking to you -- to those of you who are on the phone who are job developers, job coaches, placement specialists those on the webinar. And for the managers on here we are asking the question how do we capitalize on the good stuff. On the feelings of pride. And what can we do to help our job developers not feel isolated and stressed.

So here are some techniques. One of the things that we often discuss with folks with job developers in various focus groups and when I'm with job developers doing training is to be proactive. And sometimes you for your supervisor need to be the one who is suggesting solutions. You need to be the one who is -- who is taking the active role in finding opportunities to network, to receive training, to find out what the most -- the latest evidence based practice is.

So a couple of hints. You know, define and delineate your responsibilities. That's a discussion with your supervisor. Okay. Let's be clear. I see the job description. I can read the job description. I understand that my job is to find jobs for the folks who we serve. But let's be very clear on what it is that we're -- I'm expected to do. What the timelines are. What your expectations are. Et cetera.

Be proactive in suggesting avenues for support and training. One of the things that sometimes needs to happen, because we cannot assume that a supervisor who has a

lot of different responsibilities or who was a job developer today, yesterday and today became a supervisor, that they know where to go for support and training. So we sometimes have to be the ones who are proactive in looking for those opportunities for support and training.

How do you do that? Well, there's lots of opportunities to do that through Southeast TACE and the JDX. Through other opportunities to determine what is out there in terms of training. And for support.

Find opportunities to network with other job developers. And that may -- that, again, may be both within your organization and out side of your organization.

So how would you find people out side of your organization?

And think about LinkedIn. LinkedIn is a powerful way to -- as well as some of the other social media out lets -- to let people know what you do and find out other people who do the same job and talk about that. You know sometimes you have to find the opportunities to network.

And research evidence based practices. Again out there particularly on the web, there are often lots of opportunities to learn about some of the best things that are happening.

One of the things when I do training for job developers, one of the things that I spend a lot of time talking about is this concept of selling yourself and what you do within your entire organization, among your social networks, with your family and friends.

I kind of started in this field, as well. And it was amazing to me how many folks that were my friends and family who could not explain what I did. Probably because I couldn't explain or I didn't take the time to explain what I do -- what I did.

One of the best ways to have the opportunity to not feel isolated is to tell -- sell yourself. Make your entire organization aware of what you do. The same thing with your friends, the same thing with your family. The same thing with the various social groups that you belong to.

Not only will it help to increase opportunities to find jobs. But it will also increase opportunities to not feel isolated because you got folks to talk to about what you do. Take the time to brag.

Also take the time to celebrate and renew. If the time isn't provided to you, take it for yourself.

What -- whether that be your own personal way of celebrating, whether that -- even if that's just a Starbucks or a glass of wine the evening of the day that you finally got that client who has been difficult to place in a job. Or whether it be reaching a benchmark or whatever it may be, take the time yourself to celebrate.

If you don't ask for feedback and ask for help, it's likely you won't get it. Unfortunately. I mean sometimes that's not true in every situation but unfortunately it's true in too many situations.

So ask for feedback. Ask your supervisor for feedback.

If you need help, ask for help.

And of course, for your own health, be aware -- aware of some of those signs of chronic stress and when you feel those signs take the time to step back and take care of yourself.

And you know techniques for taking care of yourself include going to the gym, finding other outlets, not making this year -- not making this your 24 /7 job or can -- like one of the of earlier quotes said I work 12 hours every day and never take lunch. Well, that's not healthy.

You know there's one thing, though, that I want to make sure we're clear on when we talk about stress. And that's the connection between stress and performance.

A little stress is not a bad thing. If it's too relaxed, if there's no creative tension on the job about being successful, you're pretty low on that curve. If there's just enough medium level, that's the optimal position to be in in terms of performance and then of course as it gets higher, anxiety, disorganization come in. And those we have defined as chronic stress.

So for the manager, this is like a mirror. For the manager many of these things are your responsibilities to help happen. That whole question of job role, you have a responsibility to clearly communicate job roles, functions, expectations and requirements. And it's not just about asking your job developer to read the job description or do the 1578-- same thing as somebody else who is a job -- who is -- their -- they are following around for a day or two.

Ensuring that the initial training is topical, timely and targeted.

You know, we -- we're always looking for those opportunities for initial training. And some of them are out there. And some of them have been around forever.

Some of you who have been in the fields for a long time may be -- maybe remember Windows training. Who talks about Windows training anymore? Nobody that I know of. Yet if you were to go out into the Web site for Windows training, there's much helpful information on initial training or continuous learning.

Taking the time to read the book which in many early careers was suggested called, what color is my parachute. All of those things that can help a person who is going to be a job developer, understand, have targeted, timely, and topical Find opportunities for additional change and continuous learning. And certainly we have talked about the wonderful opportunity through the Job Development Exchange, southeast TACE. Some of you are familiar particularly I know in Florida and also in Georgia, many of us have been exposed to employment outcomes, professional training or EOP. We in Florida have been offering that training. I know it's been offered widely in Georgia and probably some other places it's wonderful it's this whole concept around job development. And it's just one more avenue to explore in helping folks who are job

developers feel comfortable in their jobs and, therefore, feel less isolated and less stressed.

If you're not familiar with the employment outcomes professional training, the Web site is DTG-EMP.org.

And if you were to go to the Web site, you would find out information about webinars. You would find out some great little anecdotal stories. So -- and again, I'm not promoting necessarily EOP though I think it's an excellent training. But I do -- but I am suggesting to you that it is just one avenue which could open up other doors. Yes, the Web site is DTG-EMP.org

Your supervisors foster or create a supportive professional -- organizational environment. So one of the things I talk to supervisors and job developers is get a big brass bell and hang it in the hallway and every time there's a successful placement, ring the bell. Ring the bell so that everybody knows that that big important major piece of what the mission of your organization is all about is being accomplished.

So often we are in our own little silos and don't take the opportunity to create that supportive environment. Remember, every single person in your organization is a potential job developer or at least an assistant job developer as I like to refer to them. And that means if the entire organization is excited about what you do, they are going to bring opportunities to you when they see them. You will get that call from the person in accounting saying, hey, I went to dinner at the local restaurant and the manager -- I saw somebody and -- one of the waitresses said they are really, really looking to hire people in the kitchen for the busy season coming up.

If you can create -- if you can create that kind of feedback within your organization, then within your organization, as well, you'll create that kind of supportive organizational environment which helps to minimize those feelings of isolation.

I was just corrected. Thank you for the correction. It is DTG-EMP.com. It's not org. I apologize.

So again for the manager, this list here, key management practices such as every one of these that we talked about, which helps them to create environments which cause people not to -- job developers not to feel isolated to minimize their stress. Hiring and welcoming. Inspiring, speaking to them. Listening, thanking, developing, caring, celebrating, and sharing all lead to feelings of trust, pride and camaraderie and success.

So just a little cartoon. So how do you get from here to there? Obviously with planning and by understanding. And -- and some of the comments that have come have certainly supported even with the folks on our line this whole concept of feeling isolated is the best way to get from here to there is just to acknowledge and begin developing a plan. This one says the little cartoon says, we thought we'd put in the detail later. Well that's often the problem. Later isn't necessarily a good idea.

Finally and then we'll open this up for questions, a quote from Abraham Lincoln, though not necessarily directed directly to job developers or their supervisors. But to all of us, whatever you are, be a good one.

So I thank you for your attention and we will be more than happy to answer questions.

I'm putting up the slide with my contact information.

>> CELESTIA OHRAZDA: If you have any questions for Bill, you can type them now in the chat area.

We have a question from Chip Chip is asking, what do you think is the most important quality of a job developer.

>> WILLIAM SANDONATO: You know, that's an interesting question because you hear all kinds of answers to -- to that -- I have heard all kinds of answers to that question. I've probably given all kinds of answers to that question.

We have the big debate, is a good job developer, you know does he or she come out of a counselling background. Does he or she come out of a sales background.

You know, I've heard several times, many times in my life, the quote the best job developer I ever hired was a used car salesman before he became a job developer.

I think it's -- I think -- I think most important quality certainly is around the ability to be self directed.

The ability to use innovative techniques. And the ability to create some excitement around what do with employers, the -- with the people that you serve. And with your internal -- the internal folks, as well, that whole concept of creating an organization that supports what you do.

>> CELESTIA OHRAZDA: Harriet has a question. First of all, she thanks you for a great webinar and she's curious to see what kind of advice you would give to manage the amount of work that needs to be done to increase productivity.

>> WILLIAM SANDONATO: Well, I think certainly the amount of work never seems to diminish. It's not particularly seasonal. It's not particularly tied to anything other than the reality that it never seems to cease. I think the best advice I would give on managing the amount of work is to be selective in -- put your energy and your best efforts where you have the best chance of success.

When we do EOP training employment outcomes professional training, we talk about the un motivated individual or the individual for whom this -- getting a job or seeking a job isn't something that is really what they want to do.

And you know so certainly part of that advice is, you know, let's not spend the kind of time working with those folks, giving those folks the kind of time that we give to high percentage people that we work with.

I mean, I understand the nature of serving everybody suggests we are going to have some of those folks on our caseload and that being true, we still need to be pretty -- we need to direct our energy to where we can be most successful.

>> CELESTIA OHRAZDA: Jason has a question. He asks, is there any sort of consensus on what is an acceptable caseload? Assuming all are on job development phase. I feel many times people are over loaded and looking for any placement progression and not quality outcomes.

>> WILLIAM SANDONATO: What I hear when I do employment outcomes professional training is this -- is that a reasonable caseload is around 30. That's 30 active people who are actively in the process of looking for employment. Yeah, so all on the job development phase as you indicated in your question.

I agree. I think people are over loaded. And not necessarily -- and yes so the result is we don't necessarily focus on quality outcomes.

I think one of the interesting comments I heard from a VR counselor was, well, we stopped referring to one of our community partners because they place everybody at popeye's. That's not what it's all about, placing people at popeye's chicken. And I think sometimes the pressures do cause us to look for the shortcut and to kind of throw all kinds of placement -- place everybody at popeye's with the hope that somebody works out.

And that certainly is not what -- certainly not what the intent of the legislation and not the intent of the Mission Statements in most organizations would suggest.

>> CELESTIA OHRAZDA: Does anybody else have a question that I may have missed? If so, please type it in the chat area.

>> WILLIAM SANDONATO: Somebody responded that their agency expects 20 consumers on a caseload. Yeah, I think 30 certainly is a high number but certainly like the limit of what would constitute a reasonable caseload.

>> CELESTIA OHRAZDA: Larry has a great question. He asks, if leadership says to staff, you think you have it bad. I have it much worse. I'm more stressed than any of you, how would you respond to that?

>> WILLIAM SANDONATO: Well, maybe leadership needs to figure out some of the same things that we talked about with his or her supervisor.

But the reality is, the reality is you know if that leader is someone -- if the mission of your organization is to help folks with disabilities to be successful in employment, then you're -- the leadership needs to understand that that is the most important job there is. And they need to understand your job. I mean, I think one of the things that I find interesting as I -- as I am out there doing training and doing various focus groups is that many times leadership truly does give advice like well, it's just -- think about what a used car salesman would do.

That's not helpful.

So I think we have -- though I can't answer the question necessarily about what to tell leadership who says he is more stressed than you are, I can tell you that we need to take leadership by the hand. They need to do every aspect of our job. They need to be able to -- they need to be able to generate leads. They need to be able to sit down

with employers. They need to be able to understand employer needs. So they need to practice what we do. Every -- in theory, your caseload is their caseload.

>> CELESTIA OHRAZDA: Jason notes that it's not sales. We think that's the biggest problem. But it carries all of the negatives of sales with none of the perks. Not really a question. And -- yeah, go ahead.

>> WILLIAM SANDONATO: I'm sorry. Yeah, I would suggest you look into employment outcomes professional training. I think maybe the problem is we haven't seen it as sales. And the reality is, Alvin Anderson was the founder in this very successful concept of employment outcome professionals will tell you, yeah, it is sales.

And I know some of you necessarily don't want to hear that. But I would urge you to look at the DTG-EMP Web site and take a look at some of the -- some of what the current thinking of literature is around this concept.

>> CELESTIA OHRAZDA: Do we have any other questions?

All these provocative questions. Thomas asks if your supervisor tells you that the training site does not -- if the training site doesn't hire our individuals then we need to look elsewhere and you argue it's a good training site but refuse to concur, what should I do.

>> WILLIAM SANDONATO: So this would be a situation where we were using this site as an OJT; is that --.

>> CELESTIA OHRAZDA: Thomas says yes.

>> WILLIAM SANDONATO: It is a good question. I think what we -- first of all, I think we need to help the supervisor understand what the nature of OJT is provided by VR is. So that it doesn't necessarily -- so that even if it's not -- if it doesn't result in a job, it does result in resume building, job -- learning job skills, learning job behaviors, et cetera.

So I think every single training site is a good training site if all of those things are happening at it.

And I think you -- I think you need to really continue to re enforce that concept.

And of course the other thing is if your supervisor has never been to the job site, maybe the time to take him or her by the hand to the job site and see what's happening.

>> CELESTIA OHRAZDA: Oh, Lucas. Let's see. I'll talk a little bit about the CRCC credits right now. Yes, this session is approved for 1.5 CRCC credits. You just need to log into your account, take the posttest. And attain a score of 80% or better.

And then you will be given the opportunity to request CR cc's. If you would prefer a certificate of attendance because CRCCs are not applicable to you, please send an e-mail to TACEsoutheast@law.syr.edu with your name, the title of the session and your e-mail address. And we will send you a certificate of completion.

>> WILLIAM SANDONATO: Celestia, is the posttest not posted?

>> CELESTIA OHRAZDA: Yeah I'm going to look into that to see why it's not

coming up. Give me about ten minutes and it should be ready. I apologize.

Any other questions? Feel free to e-mail us, call us, and I'm going to put bill's contact information back on the screen.

>> WILLIAM SANDONATO: There's a comment from Jane that Slide 44 says the test must be completed by July 25 th that was revised. The new date is September 8.

>> CELESTIA OHRAZDA: Yeah it's September 8 th. Yeah right here.

>> WILLIAM SANDONATO: Folks who printed it out early.

>> CELESTIA OHRAZDA: Yeah we revised that PowerPoint earlier today. It is September 8 th. It has not passed yet.

If that's everything, I'm going to post the evaluation, please take a moment to complete the evaluation. We use these evaluations to inform future webinars. And also to the -- inform the presenter on how much you enjoyed it and what you got out of it.

>> WILLIAM SANDONATO: Celestia there were two other questions for you in the chat room.

>> CELESTIA OHRAZDA: Let me see here Yes, the slides are available on the Web site. I will post that link.

And Fae as I mentioned -- if you're not a CRC, do you need to take the test no if you are not ready -- requesting C R cs you do not have to take the posttest you might want to see take to see how much you got out of the webinar but it's not necessary for attendance we'll verify attendance by looking through our log of who participated.

>> WILLIAM SANDONATO: Well this is Bill Sandonato and again thank you for your participation. I hope this was helpful and gave you a little bit more perspective on this extremely important job and some of the issues that we face around isolation and feeling stress in a very -- what could be a very isolating and stressful job. Again, you have my contact information. And always happy to continue to dialogue. So thanks again.

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