

Customized Employment 2.0:
Using Lean Principles to Engage with Businesses

NEON: NY Alliance
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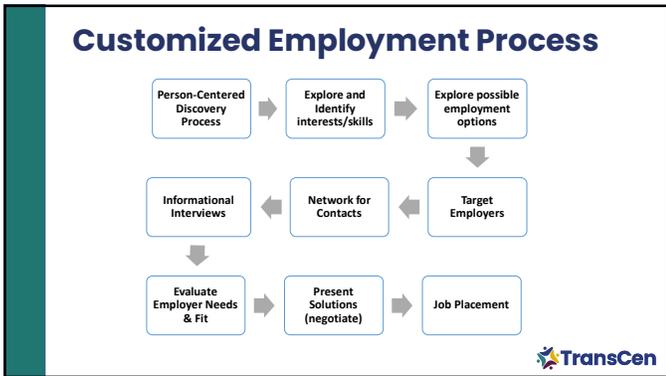
What Is Customized Employment?

...an **individualized approach** to employment planning and job development — one person at a time--one employer at a time. It is about building new positions based on the **needs of an employer** and the **strengths of the job seeker**. It is an effective way to assist people with more significant disabilities to become contributing members of today's workforce.

US Department of Labor,
Office of Disability and Employment Policy



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Employer Engagement

Reframing how we approach and partner with business

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The Old Way to Job Develop

- Looking for easiest jobs to find (high turnover, low pay)
- Selling "disability" (i.e., "Hire the Handicapped", "Untapped labor pool", "give'em a chance")
- Emphasizing quotas, tax credits or other stipends
- Cold calling, carpet bombing and job stuffing
- Focusing on just the job seeker, not the business
- "Job carving"

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Job Carving vs. Customizing a job

<p>Job Carving</p> <ul style="list-style-type: none"> • Starts with a posted-position • Focuses attention on what someone CAN'T do • Emphasizes need for accommodations and special treatment • Stigmatizes candidate and sends the wrong message 	<p>Customizing</p> <ul style="list-style-type: none"> • Starts with Discovery Process • Focuses on what someone CAN do • Identifies ways the job seeker can "add value" • Presents the Candidate as a "solution to the employer's problems" • Sends message of competence and value
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What Employers say about Hiring People with Disabilities:



"As much as we want to be compassionate, we have to meet the bottom line. All employees must contribute to the bottom line. Our question is, what can your candidate do to help our bottom line?"

*Alison Mitchell, VP
Appletree Credit Union*



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Marketing vs. Selling

"It is better to find out what your customers need and want and then match it to what you have, than it is to get them to buy what you are selling."



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CE: Understanding Business and Creating Opportunities

Hiring is a business decision, not a social issue or charitable cause

Employment is a mutually beneficial relationship – It must be right for both parties

There is a job out there for everybody- but it is about adding value to the workforce – not charity!



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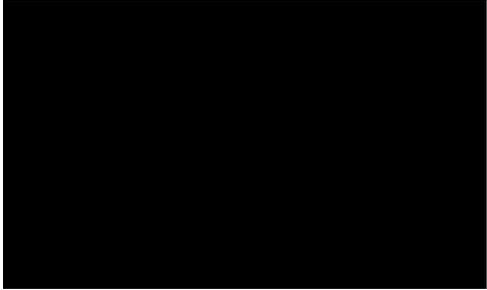
What Do Employers Value?

- Motivated employees who are excited about their work.
- Candidates with skills sets that can add value to their workforce.
- Business solutions that improve customer service or the company's productivity and/or work processes.



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Simon
at PSA




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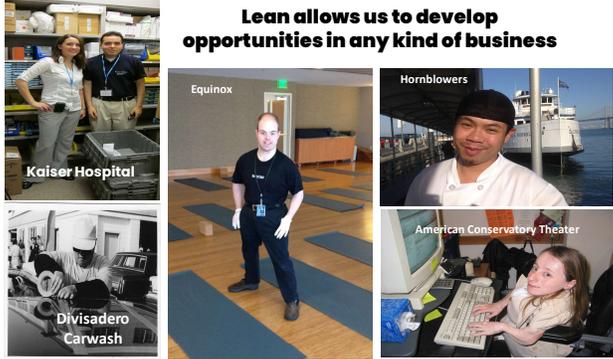
Customizing Jobs is about Identifying Needs, Adding Value and Process Improvement

Put your Lean-goggles on!




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Lean allows us to develop opportunities in any kind of business




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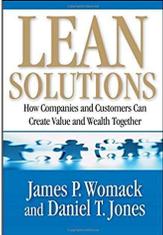
What is Lean?

A Job Developers toolkit for promoting the idea of *Customized Employment*



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A Job Developer's Toolkit



A process improvement approach that focuses on the customer and seeks to identify "WASTE" and inefficient processes

Job Developers need to learn the *language of business*



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Lean: The Toyota Way

Principles are based on the inefficiencies of Ford Motor Company & efficiencies of US supermarkets




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Lean Key Principles

- Focus is on the *customer's experience and* continuous process improvement
- Goal is to identify *Value-Adding* services and eliminate waste to create "on-demand service" and one-piece "flow"
- Remove WASTE in the manufacturing or service process: *Take out the rocks and the stream will run more swiftly*



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Lean Principle: Focus on the Customer, One Piece Flow



Orders on Demand:
Have it your way.



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Lean Thinking is...

- Simple and practical, consistently solving real problems in real time, at the source, at all levels.
- Not just jumping to solutions, spending time to find the root cause of the issue; 5-why's
- *Gemba*: Go see; Standing in a circle; Talk to the people who are doing the work
- Eliminating waste (non-value adding activities)
- Error-proofing and standardizing processes



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Lean is not about working harder.
It is about working *smarter*.



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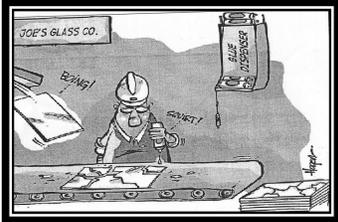
Lean is not about saving money.
It is about freeing up resources and using them to serve the customer.



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**Root Cause:
Not fixing the wrong problem**

Lean identifies the real issue and the best solution.




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Lean: Identifies *Value Adding* services, eliminates waste, standardizes the process to create flow

Take out the rocks and the stream will run more swiftly



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Value Adding vs. Non-Value-adding activities

60% of most employee's workdays are spent doing non-value adding activities.

Value Adding Activity is defined as:

- 1) Customer is willing to pay for it;
- 2) You are changing form, fit or function of material;
- 3) Activity is performed correctly the first time



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Value Adding vs. Non-Value Adding

An Emergency Room visit from the patient's perspective

triage	wait	See doctor	wait	tests	wait	treatment	wait	Out process	7 hours
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Typical process improvement, focuses on the work

triage	wait	See doctor	wait	tests	wait	treatment	wait	Out process	6.5 hours
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Lean focuses on the "waste", not just the work

triage	See doctor	tests	treatment	Out process	3.5 hours
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Value adding
Non-value adding, but necessary
Non-value adding



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Lean: The 8 Wastes

 <p>Defects Efforts caused by rework, scrap and incorrect information.</p>	 <p>Overproduction Production that is more than needed or before it is needed.</p>	 <p>Waiting Wasted time waiting for the next step in a process.</p>	 <p>Non-Utilized Talent Underutilizing people's talents, skills & knowledge.</p>
 <p>Transportation Unnecessary movements of products & materials.</p>	 <p>Inventory Excess products and materials not being processed.</p>	 <p>Motion Unnecessary movements by people (ex. walking).</p>	 <p>Extra-Processing More work or higher quality than is required by the customer.</p>



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Using Lean to Create Customized Jobs

Creating opportunities in any business



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Identify ways to streamline processes and improve workflow

What is the product (or service)?

- Are there ways to make product faster or service better?
- Are there ways to make product cheaper or save money?
- Are there ways to increase the number of customers served or improve the customer experience?
- Are the customers (and staff) happy?
 - Costs \$.80 to keep a customer and \$3.00 to make a new one
 - Costs \$5-\$10k to hire and train a new employee



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Learn to Look for "Waste"

- Wasted Talent
 - Identify who are the "surgeons" (aka highly paid or income-generating staff, owners) Are they doing surgery?
 - What are the "set-up and button-up" tasks for supporting the essential work?
- Wasted Time
 - Orders not processed because too busy taking new ones
 - Machines/supplies not maintained/reordered- work stops
- Wasted Resources
 - Inventory- supplies never used or too much of what is needed
 - Overproduction- 50 kits - we ordered 1,000.. expired, obsolete.
 - Is the employer using temporary workers? Paying overtime?



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Identify Issues/Challenges

- Customer /employee complaints
- Log jams/backlogs/long lead times/Waiting
- Inventory/supply issues
- Unassigned, but critical tasks
- Burn-out or high turnover
- Managers or key staff pulled away from core tasks
- Workflow fluctuations
 - Rush times, crunch times, seasonal fluctuations, sporadic tasks

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A Customized Process

Creating opportunities for Stephen

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Meet Stephen:

“Work? No thank you.”

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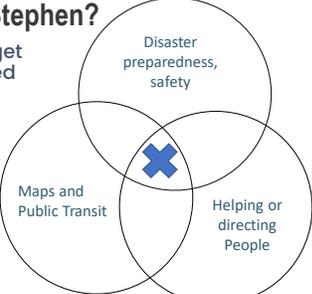
Reframing Stephen

<p><u>What his file said:</u></p> <ul style="list-style-type: none"> • Cornelia de Lange syndrome • Stutters • Emotionally immature • Gastric Esophageal reflux disorder • Resistant to new things • Perseverates/OCD • Late attendance issues (esp. when anxious) • Limited academics, 3rd grade math, 2nd grade reading comprehension 	<p><u>What we discovered:</u></p> <ul style="list-style-type: none"> • Adventurousome, likes maps, finding places using GPS • Follows the rules • Collects patches • Rides a bike • VERY organized • Hard worker (only when motivated) • Emails friends, Loves “googling” the internet • Loves “disasters”, monitors a police scanner
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What’s a good job for Stephen?

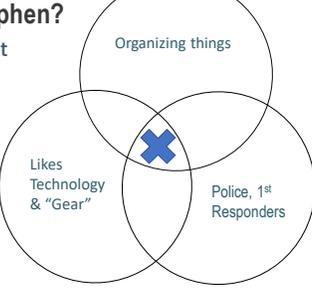
Use VENN diagrams to target employment settings based on candidate’s unique characteristics.



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What’s a good job for Stephen?

Use VENN diagrams to target employment settings based on candidate’s unique characteristics.



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Present your ideas and solutions using a *Potential TaskList and Cost Savings Analysis*

WORKLink

TaskList

Skills

- Review list of tasks and assign per
- Review list of skill and assign
- Assign tasks
- Add assignments along with skill and assign tasks
- Review and assign

Cost Savings

- To get cost savings, click on cost
- To get cost savings, click on cost
- To get cost savings, click on cost

Cost Savings Analysis

- Review cost savings

Cost Savings: Per Task/Person/Day (Total per week)

Task/Person/Day

Cost Savings

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Cleaning & Restocking the salesfloor

Stephen at

Processing incoming shipments, Organizing backstock

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Lessons Learned

- Employers are always looking for motivated employees and ways to improve their business
- Customizing jobs is about process improvement and adding value to an employer's workforce
- Employment Specialists must learn to learn to use process improvement principles to identify inefficiencies and engage with businesses in a value adding way.

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About TransCen

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

Learn more about our work:
www.transcen.org

Contact us at inquiries@transcen.org for more information!

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