Nurturing quality employment supports
Building a systematic approach to organizational transformation and performance coaching

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Number in Employment and Day Services

Source: ICI National Survey of State IDD Agencies
Holistic Perspective

Community & Labor Market

Individuals & Families

Employment Supports

Individual Employment Outcomes

Community Rehabilitation Provider Practices

State Policy & Strategy

Federal Policy

ThinkWork!
RRTC is working to..

- Develop the evidence base
- Identify strategies to bring what we know to scale
Focus on Provider Transformation

- 5,500 employment & day providers
- Only 9% CRP staff dedicated to employment
- Organizational transformation requires alignment of goals, communication, resources, rapid job placement, community partnerships, wrap-around supports
- Change driven internally, not only by state goals and policy
Goal

- To develop a model to support provider transformation that can be brought to scale
What matters in transformation?

1. Clear and consistent goals
2. Agency culture that values inclusion*
3. Active, person-centered job placement process (one person at a time)
4. Strong internal & external communications
5. Reallocated and restructured resources

*New element
6. Ongoing investment in staff learning*
7. Focus on customer engagement/feedback*
8. Effective performance measurement, quality assurance, & program oversight*
9. Holistic approach to supports
10. Multiple & diverse community partnerships

*New element
Organizational Transformation

Focus & Values
- Goals
- Culture of inclusion

Infrastructure
- Resource allocation
- Communication plan
- Staff development
- Performance measurement
- Community partnerships

Employment Consultant Practices
- Customer engagement
- Holistic approach
- Active job placement
Intervention

- 10 Arc chapters over two years, selected through RFP process in partnership with The Arc of US
- Intervention components
  - Agency Change Toolkit
    - Guided self-assessment
  - Customized organizational action plan
  - Monthly expert technical assistance
  - Monthly topical webinars
  - Leadership summit in Washington, DC
Early observations...

- Readiness to change matters
  - May need to develop better measures to assess this

- Value in incremental change
Context matters
Higher-Performing States Model

Catalysts:
- Leadership
- Values

Strategy:
- Policy & Goals
- Financing
- Training & TA
- Service Innovation
- Outcome Data

Integrated Jobs

Interagency Collaboration

Hall et al., 2007
Ensuring high quality practices is at the core

**Comprehensive model of employment support**

- **Get to know job seeker**
  - Job search criteria

- **Build trust**
  - Engage job seeker/family

- **Supports planning**
  - Smooth job entry

- **Find tasks/jobs**
  - Job offer

- **Support after hire**
  - Retain/advance

**Element**
- **Outcome**

**JOB MATCH**

**HIRE**
"Organizational transformation cannot occur without a strong workforce of employment consultants, and employment consultants perform their most effective work within a high-functioning organizational culture that has a shared mission and vision among all of its stakeholders."
Focus on Employment supports

- 35,000 employment consultants & job coaches
- Over 8,000 VR counselors
- Extensive literature on effective support practices
- Confusion about roles; feel unprepared
- Limited formal training and access to professional development
What is an Employment Consultant?

Professionals who assist job seekers with disabilities explore, find, and maintain employment.

Employment specialist

Job coach

Job developer

Employment navigator

Business consultant
How are we researching ECs?

- Employment consultants (EC) survey (2009)
- Training & Mentorship intervention (2010-2011)
- Pilot activity log (2013)
- Community Rehabilitation Programs survey (2014)
- Employment consultant interviews (2015)
- Daily survey (2016)
- Daily survey intervention study (2017-2018)
Two goals

- What do employment consultants do?
  - What is the relationship of practice to outcome?
- How do we provide implementation support?
  - Feedback
  - Reflective practice
  - Microlearning
The Continuous Learning Model

Bersin & Associates

Continuous Learning

Coaching Mentoring
E-learning courses
Training Event
Job Aids
Career Pathways
Communities of Practice
Social, Mobile Sharing
Career Development

Retention is Lost

Expert
Novice

Traditional Training

Time
Implementation support (Informal Learning)

On Demand
- E-learning
- Videos
- Podcasts
- Job aids
- Articles

Social
- Coaching
- Mentoring
- Communities of Practice
- Wikis, forums
- Social Networks

Embedded
- Performance support
- Feedback
- Reference info
- Applications

Bersin & Associates
Engaging employment consultants

- 61 employment consultants, 37 CRPs, 17 states
- Baseline and quarterly surveys
- Daily activity survey by smartphone
- Monthly community of practice & goal
- Monthly performance feedback
The daily survey for smartphones

• **What** primary support activity was implemented?

• **Who** was the interaction with?

• **Where** did this interaction take place?

Once each work day at a random time
WHAT: primary support activity

- Administrative activities, 29%
- Supports after hire (e.g. job coaching), 26%
- Supports leading to hire, 30% (2.4 hours per day)
- NOT employment-related, 15%

Getting to know job seekers: 6%
Finding jobs: 13%
Other supports before hire: 11%
WHAT: Blue zone
Finding jobs

- Browsing ads, 38%
- Networking, 26%
- Researching, 13%
- Cold calling, 12%
- Other, 9%
- Job negotiation, 2%
WHO: Blue zone
Supports before hire

- Person I support: 69%
- Business personnel: 17%
- Family, friends: 8%
- None: 6%
- Other: 15%

Who else?
Who?
WHERE – Blue zone
Supports before hire

- Office, 41%
- Community settings, 24%
- Businesses, 18%
- In a vehicle, 5%
- Other, 11%
Performance support

[2:49]
That's the hours and minutes that you and your peers as a group spend on administrative tasks, each day.

Share your ideas for streamlining administrative tasks HERE!

Were you able to streamline your administrative tasks since our online event, on February 8?

Several of your peers did it! Be among the ones who will try!

I will try, 53%

Yes, 19%

Not relevant, 10%

Unlikely, 19%
Microlearning

Ask employers:
What tasks in your business
are sometimes left
unfinished?

Watch this 3 min video
about Maggie’s negotiated
new job description

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Monthly goal:
Increase job negotiation.
Combine tasks into
new job descriptions.

Want to know more?
Browse "When existing jobs
do not fit: A guide to
job creation."

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617-287-4376
http://www.thinkwork.org/s22ec

You may now close your browser

ThinkWork
Advancing employment and opportunity
for people with intellectual and
developmental disabilities
I enjoy the feedback from other employment specialists, I enjoy the videos and online training ...

I find that it causes me to pause for a moment and reflect on how I am spending my time, energy and resources. It makes me realize how much time I truly spend on follow along and transportation to work site.

Participants said ...

I like how you have added support links at the end of the survey keep them coming.

I do like how it is bringing attention to how I spend my time and I hope that my company accounts for the amount of time that reports and administrative duties are taking up.

I love how simple it is.

It is a good opportunity to raise my awareness about how I spend my time.
Future directions:

• Investigate how employment consultants make decisions about the supports that they provide to job seekers.

• Make the daily survey publicly available. Use the closing screen to share data-based personalized resources (Tips, tools, videos)

• Investigate how funding, data tracking, employment consultant practices, and the literature align.
Implications for States

- Service design
- QA/QI
- Funding
- Provider qualifications
- Capacity building
- Reporting requirements
- Use of tech – administrative burden
“...Regardless of the job seeker’s level of motivation, skill, experience, attitude, and support system, his or her ability to get a job will often depend on the effectiveness of employment specialists. Simply stated, if they are good, job seekers get jobs. If they are not, the barriers to employment for job seekers can become insurmountable...”
