

Where the rubber meets the road

Supporting quality practices to improve
employment outcomes

AAIDD Webinar

May 2019

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rtc on
community
living

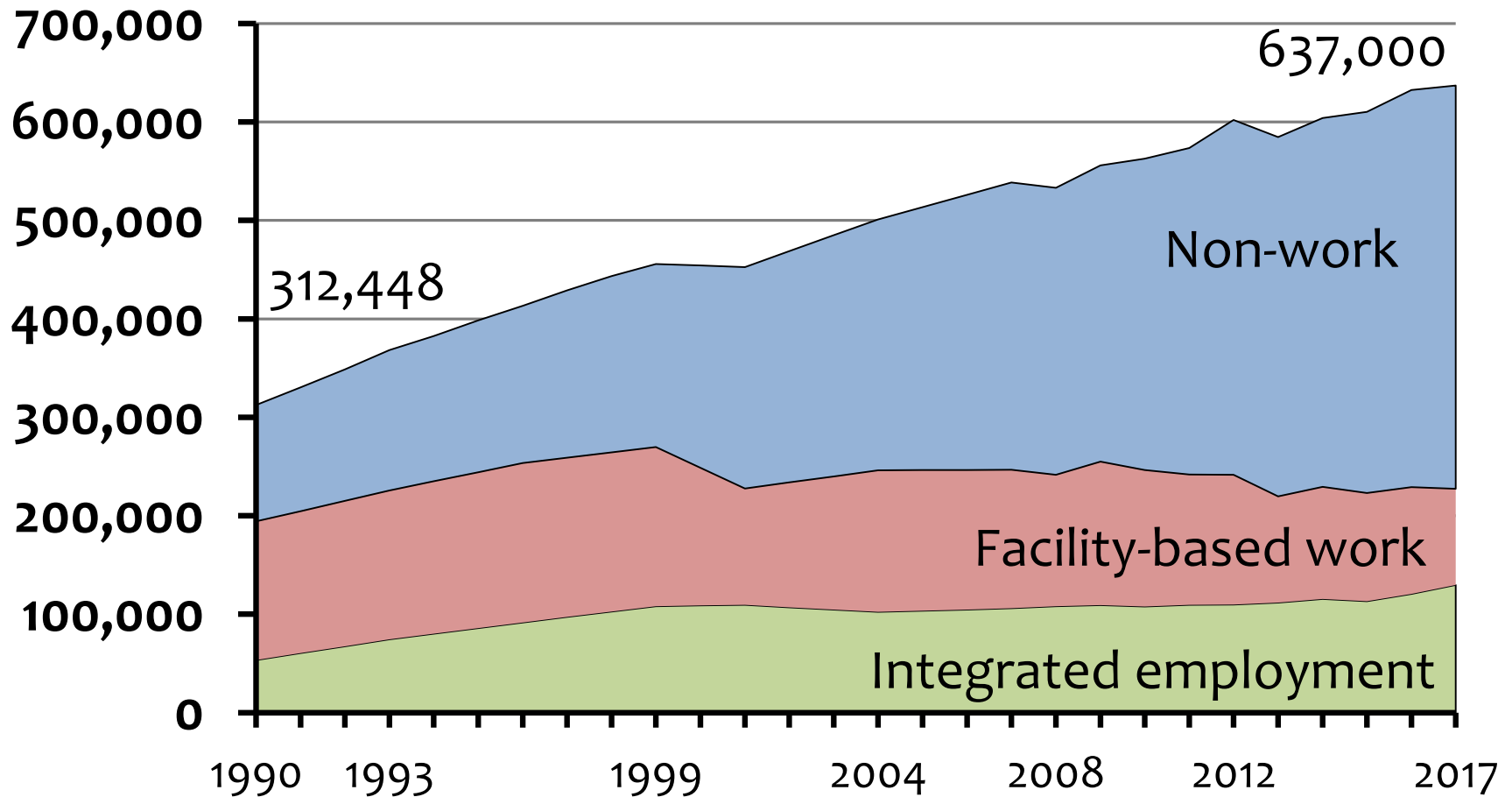
INSTITUTE *on* COMMUNITY INTEGRATION

UNIVERSITY OF MINNESOTA

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Number in Employment and Day Services



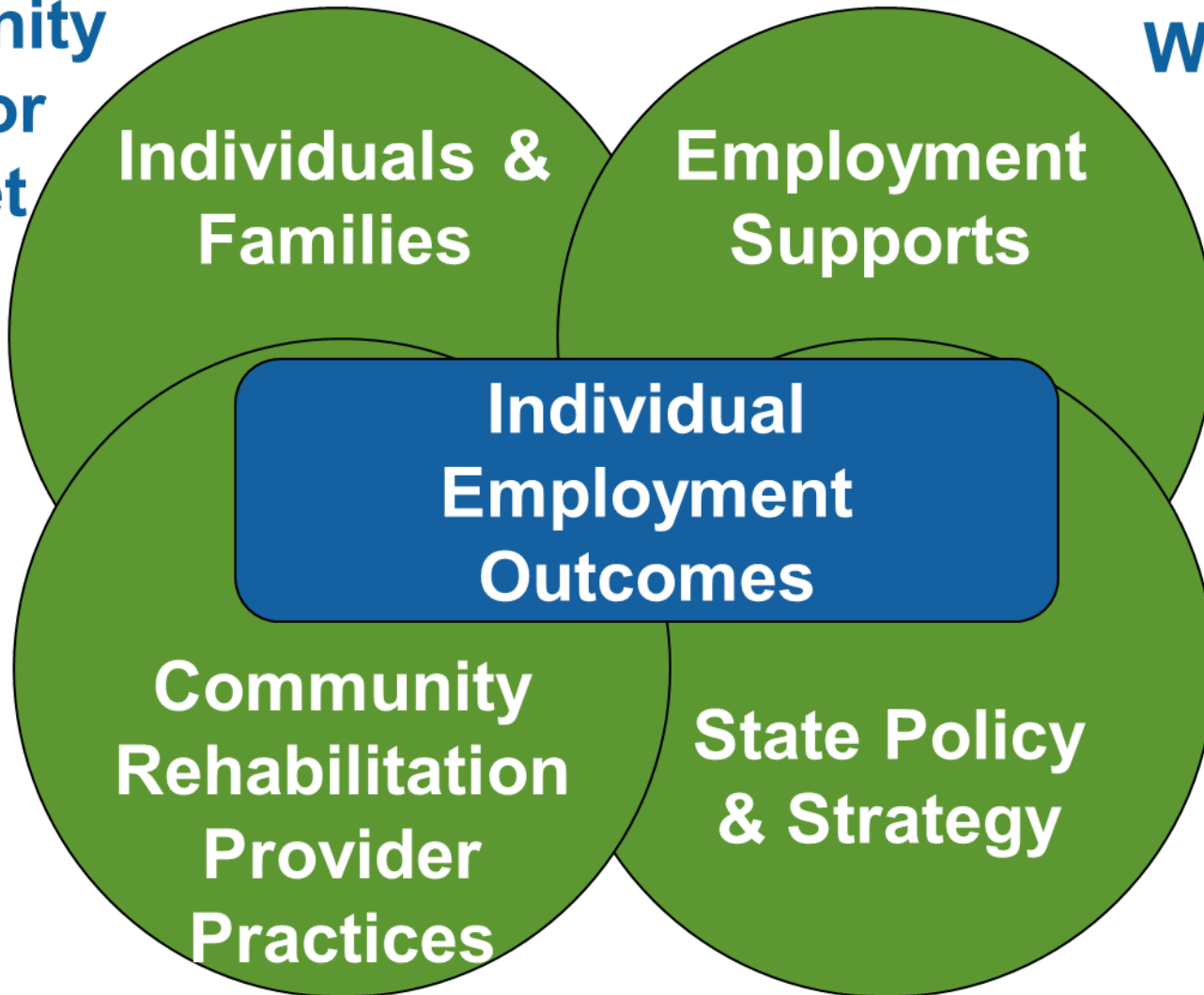
Source: ICI National Survey of State IDD Agencies



Holistic Perspective

**Community
& Labor
Market**

Workplace



Federal Policy

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Employment specialists are key

“... 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...”

Luecking, R. G., Fabian, E. S., & Tilson, G. P. (2004). *Working relationships: Creating career opportunities for job seekers with disabilities through employer partnerships*. Baltimore: Paul H. Brookes, p. 29



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 specialist ?

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

Employment consultants

Job developer

Job coach

Employment navigator

Business consultant



Association of Community
Rehabilitation Educators



Certified Employment
Support Professional



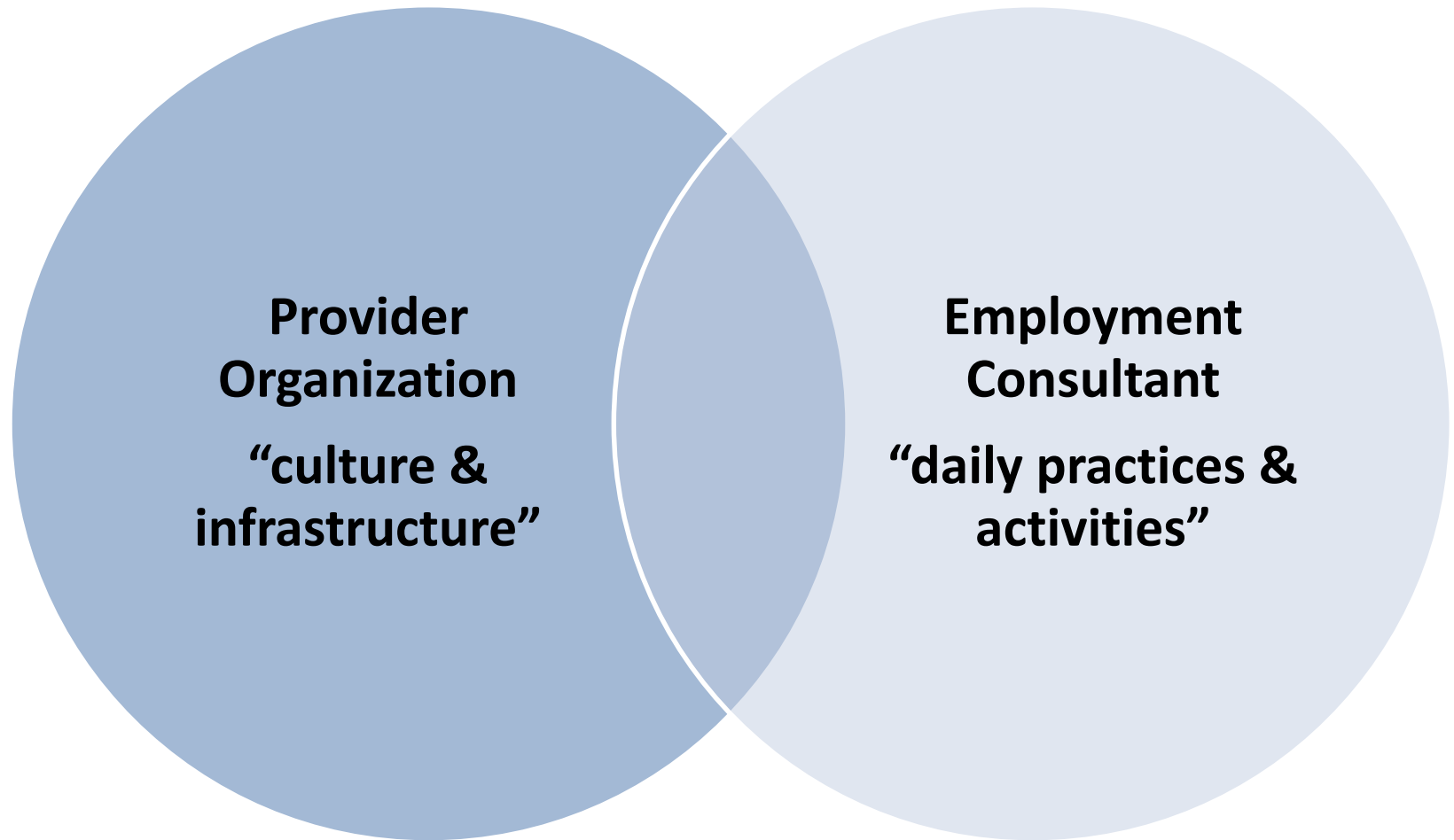
College of Employment Services

DirectCourse

ONLINE CURRICULA FOR LIFE IN COMMUNITY

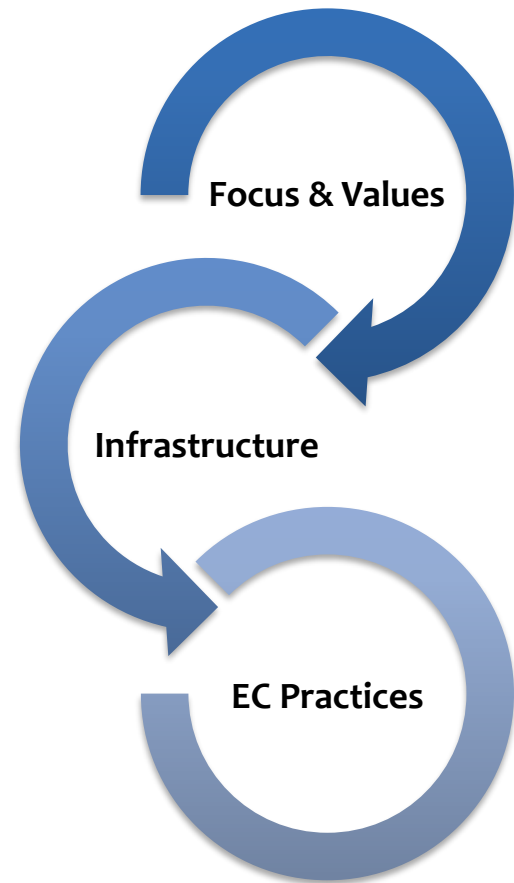
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Supporting wholistic quality



Increasing provider capacity

“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.”



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

Facilitating transformation

- ❖ To develop a model to support provider transformation that can be brought to scale



Exploring support activities

- ❖ **What do employment consultants do?**
 - What is the relationship of practice to outcome?
- ❖ **How do we provide implementation support ?**
 - Feedback
 - Reflective practice
 - Microlearning

Ensuring high quality practices is at the core

Comprehensive model of employment support



Quotes from the field

“...I’ve got to establish some ground rules from the beginning: number one ground rule is ‘I’m not here to find you a job. You and I together as a team are going to find a job’...”



**Build
trust**

**Engage job
seeker/
family**

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Get to know job seeker

Job search criteria



“... So always listen to the individual first and make sure that their voice is heard because it's very easy for that voice to get lost amongst agencies, the family, the state, the employer, if they're employed, other various community members and team members... Their voice needs to be weighed more than any other.”

Support after hire

Retain/
advance



".... we've done a better job at matching people in their jobs, now the job coach's role has really shifted to sort of connecting the person directly with the employer... they're there to make connections so that they can back out of the job pretty quickly..."

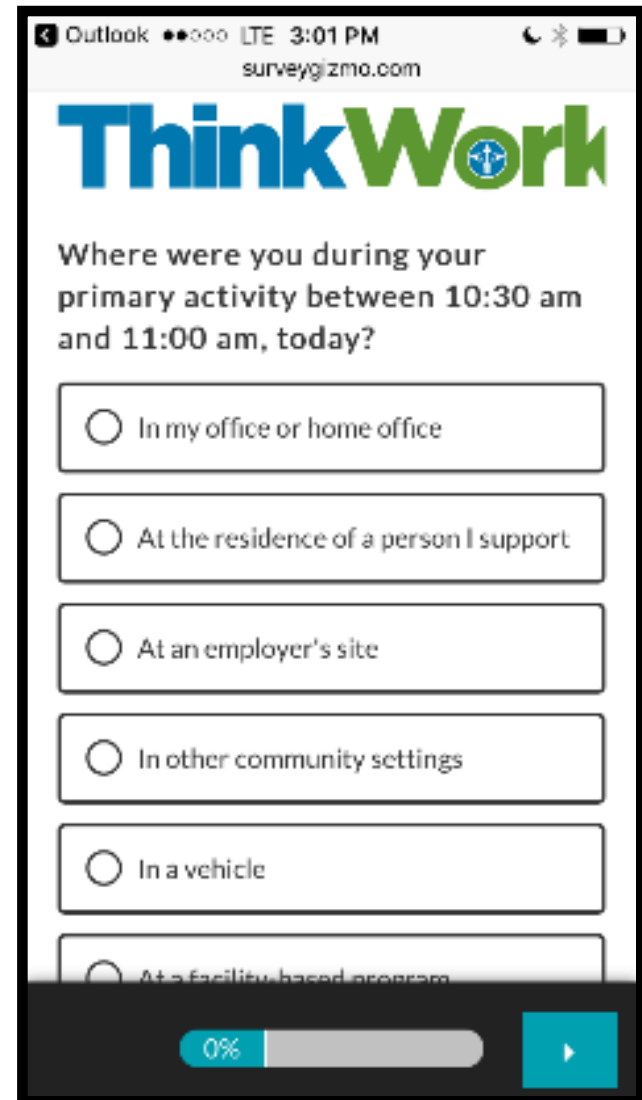
Engaging employment specialists

- ❖ 61 employment specialists,
37 CRPs, 17 states
- ❖ Baseline and quarterly surveys
- ❖ Daily survey + resources, 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?

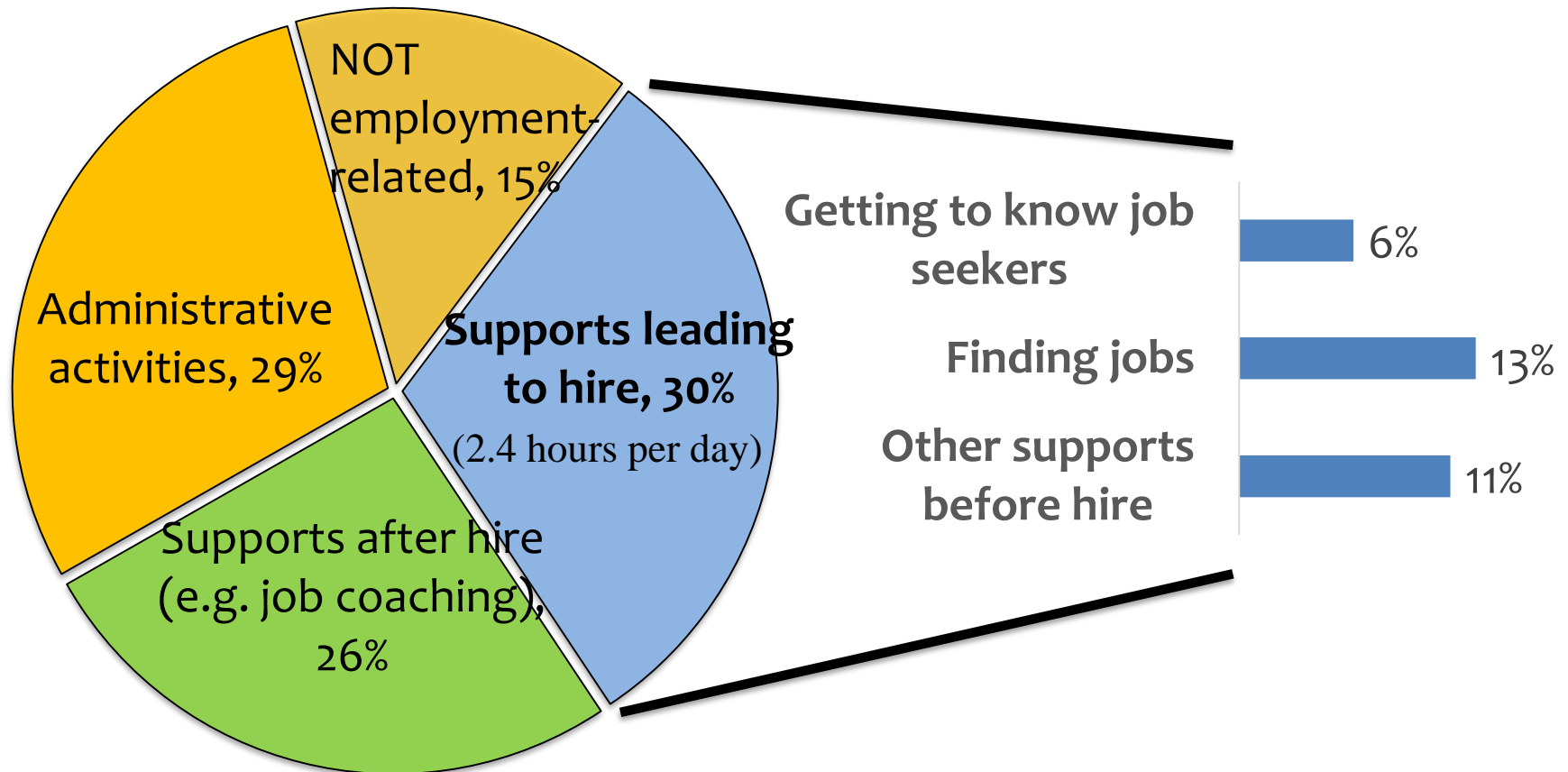
Once each work day at a random time



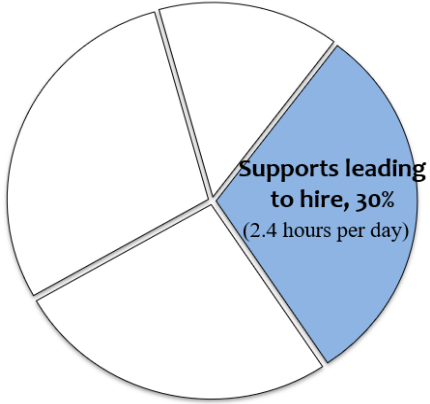
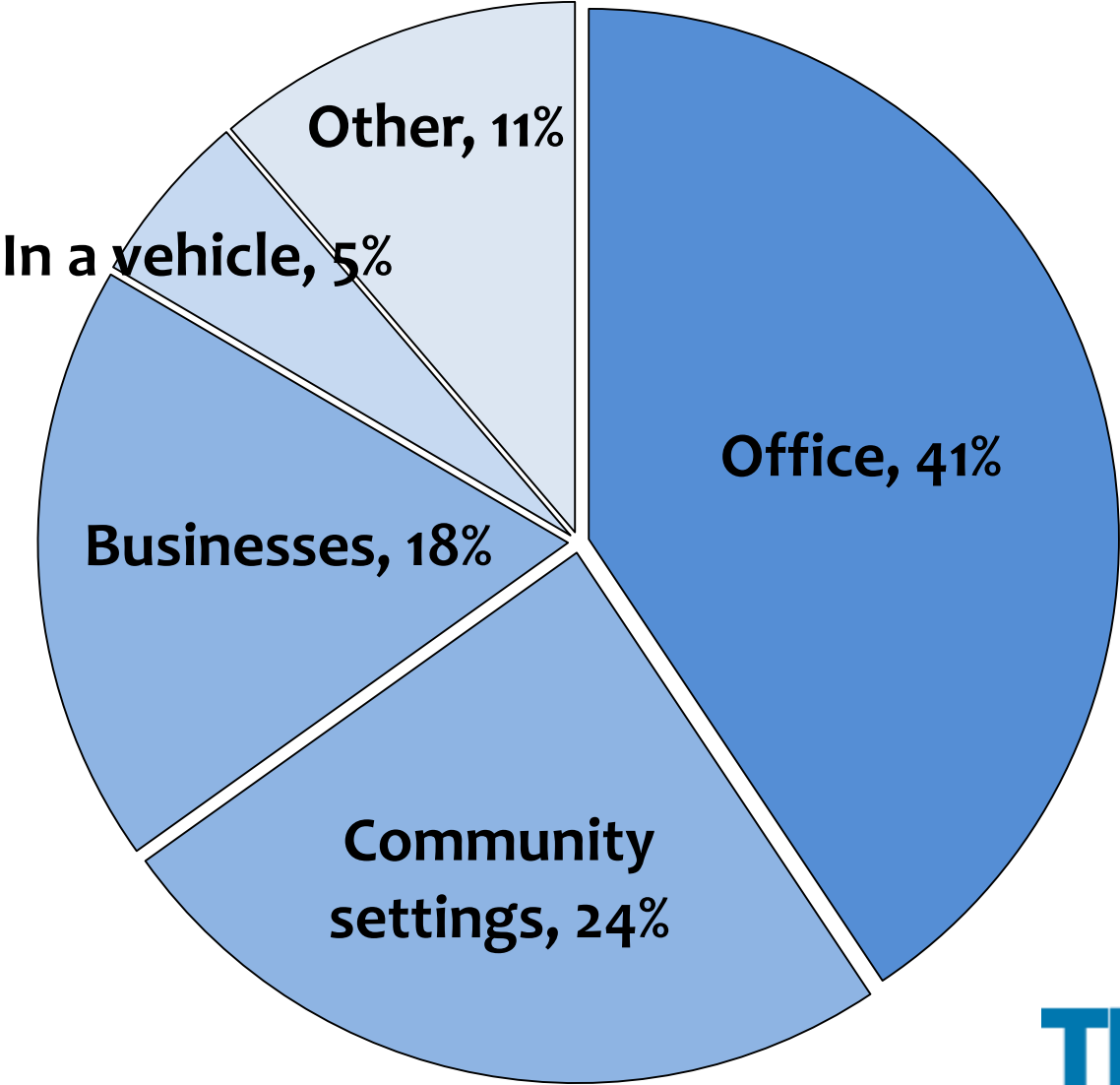
The screenshot shows a mobile survey interface. At the top, the status bar displays 'Outlook', signal strength, 'LTE', '3:01 PM', and battery level. Below the status bar, the URL 'survey@zmo.com' is visible. The main heading is 'ThinkWork' in blue and green text. The survey question is: 'Where were you during your primary activity between 10:30 am and 11:00 am, today?'. There are six radio button options, each in a white box with a black border: 'In my office or home office', 'At the residence of a person I support', 'At an employer's site', 'In other community settings', 'In a vehicle', and 'At a facility-based program'. At the bottom, there is a progress bar showing '0%' and a blue play button icon.

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WHAT: primary support activity



WHERE

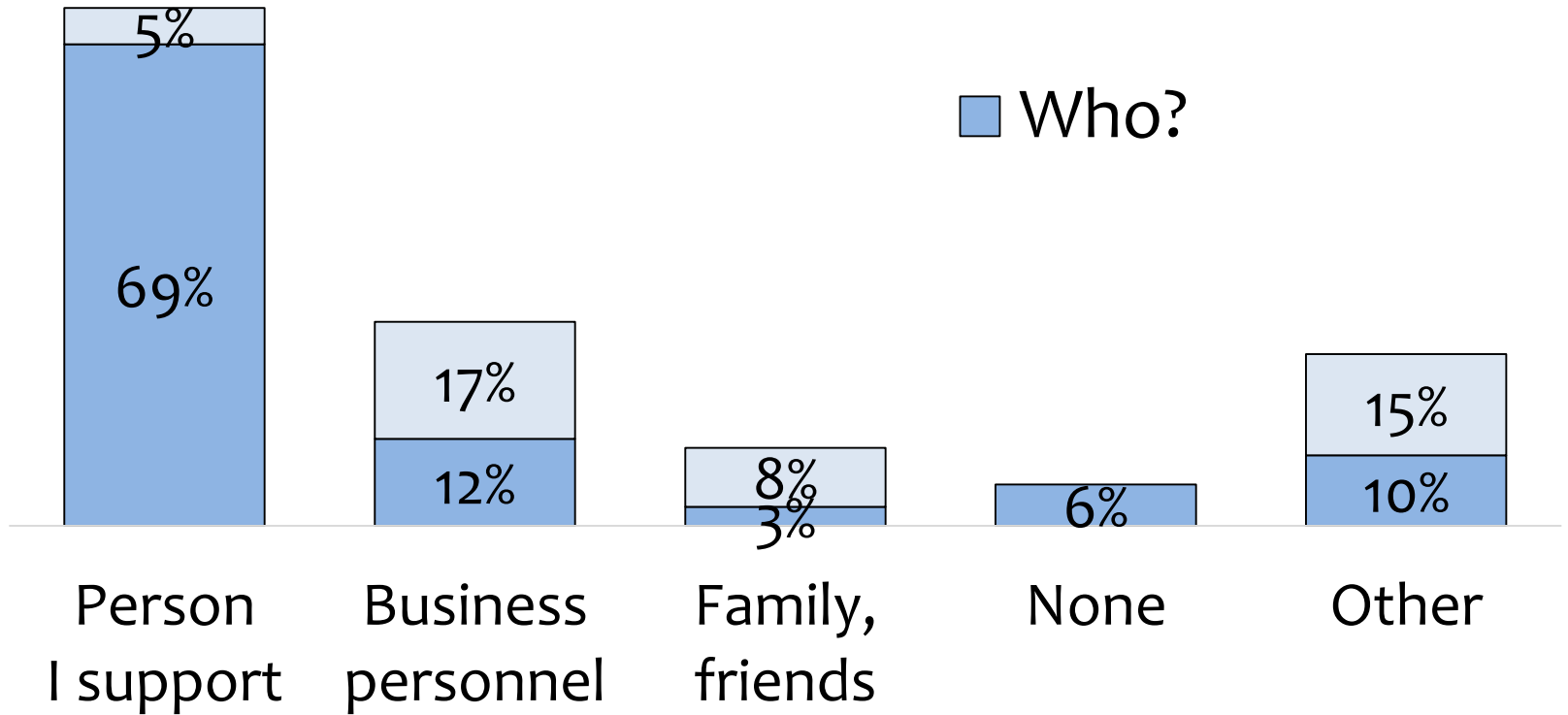


WHO

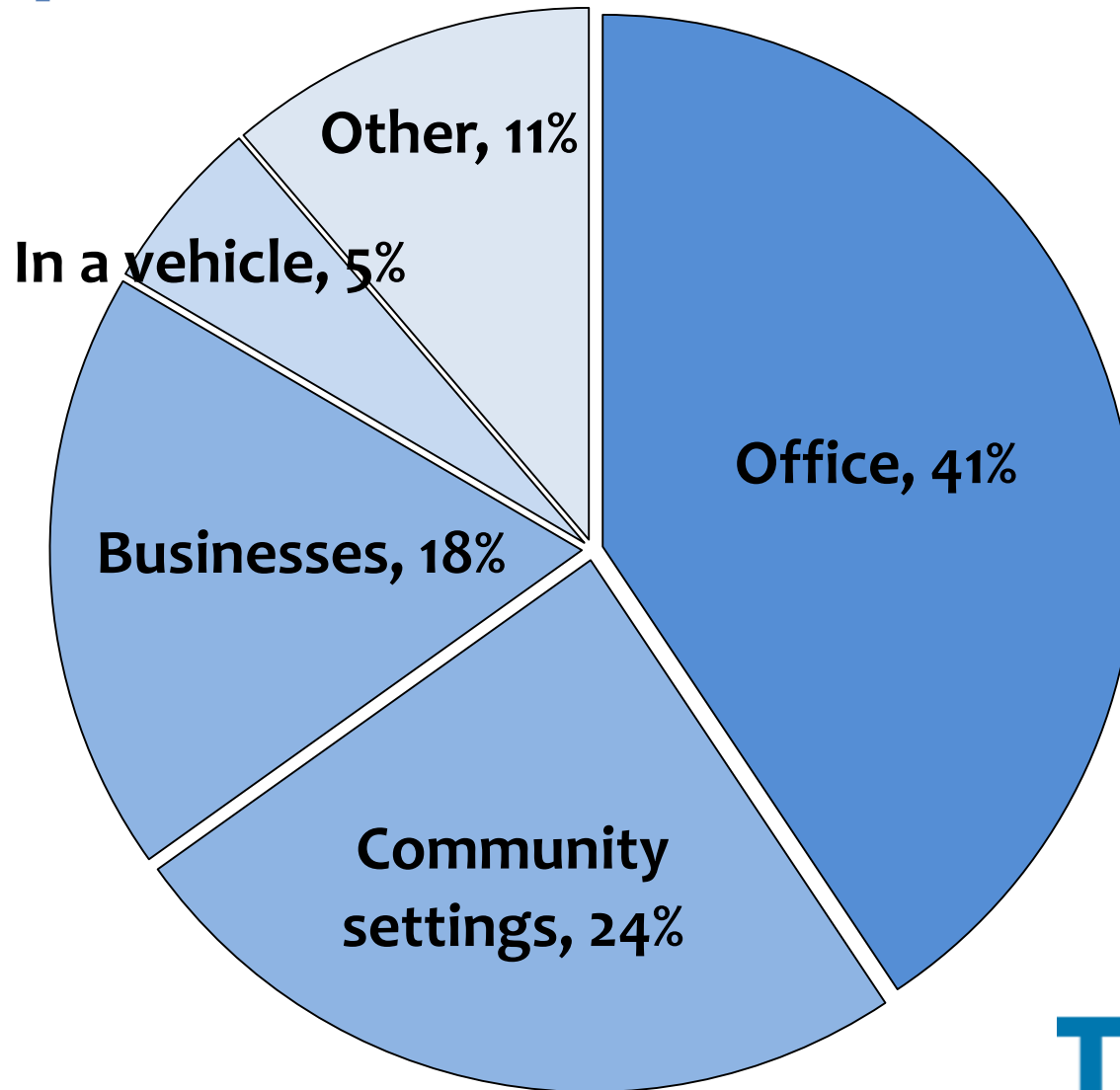


Who else?

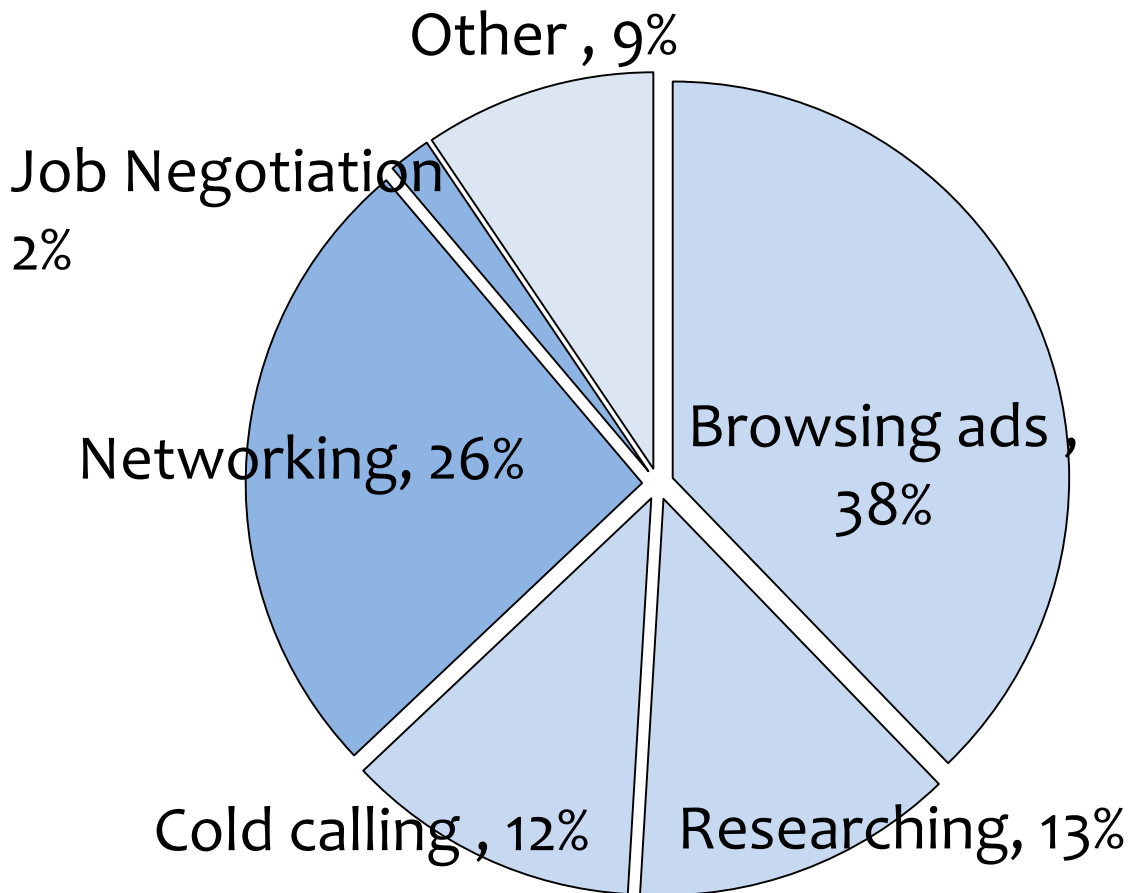
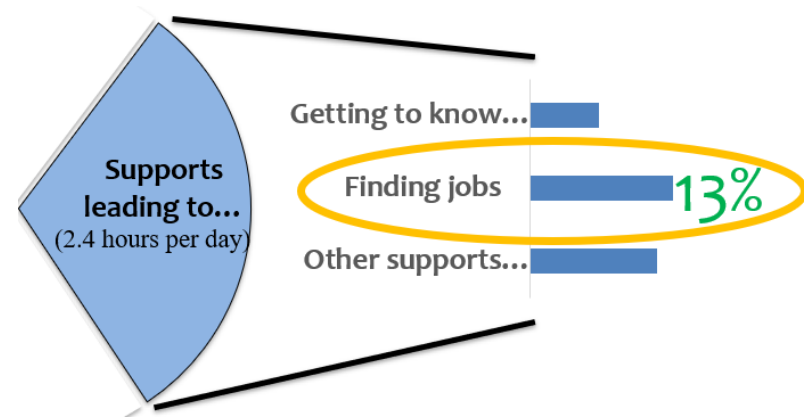
Who?



WHERE – Blue zone Supports before hire



Going deeper: Finding jobs



Performance support

Outlook 4G 4:40 PM
surveygizmo.com

[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!](#)



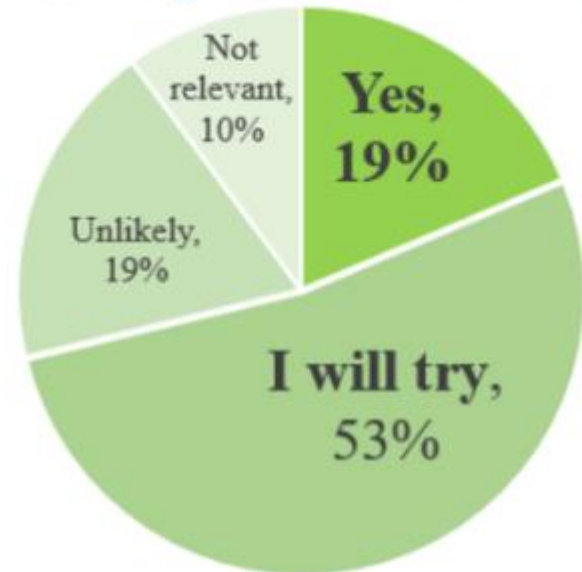
0%



Outlook 4G 2:06 PM
surveygizmo.com

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!



Share your ideas for streamlining.

100%

Microlearning

●●●● T-Mobile LTE 11:34 AM
surveygizmo.com

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

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

Oliver.lyons@umb.edu
[617-287-4376](tel: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

0% 



Outlook ●●●● LTE 9:23 AM
surveygizmo.com

*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."*

Oliver.lyons@umb.edu
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<http://www.thinkwork.org/s22ec>

You may now close your browser

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100% 

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

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

Participants said ...

I love how simple it is

It is a good opportunity to raise my awareness about how I spend my time

I enjoy the feedback from other employment specialists, I enjoy the videos and online training ...

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

The Continuous Learning Model

Bersin & Associates



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

Key take away points:

1. Importance of reflecting on implementation
Time spent ...
 - on supports that lead to hire
 - in businesses
 - interacting with employers
 - connecting with family members
2. Leveraging technology
3. Including data in decision making
4. Include micro, mobile, personalized learning

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

Questions?

www.ThinkWork.org

Data for this presentation are from a project carried out in partnership with Kelly Nye-Lengerman and Amy Gunty at the University of Minnesota. Thank you also to the following colleagues at the University of Massachusetts Boston for their contribution: Oliver Lyons, Paul Foos, Jennifer Bose, Melanie Jordan, Mark Hutchinson, Allison Cohen-Hall, Lara Enein-Donovan, and Uchenna Nwangwu.



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