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Organizational Transformation That Supports Community Employment

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Rehabilitation Research and Training Center on Advancing Employment
for Individuals with Intellectual and Developmental Disabilities

A project of



Organizational Transformation That Supports Community Employment

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Early ICI research

- Training and Technical Assistance for Providers (T-TAP) project
- Butterworth, J., Gandolfo, C., Revell, W. G., & Inge, K. J. (2007). Community rehabilitation programs and organizational change: A mentor guide to increase customized employment outcomes. Retrieved from http://www.t-tap.org/documents/mentor_guide.pdf
- Case studies that identified 6 characteristics necessary for transformation



Purpose of the Delphi Panel

- Method for getting a group of experts to agree on a topic
- “What is most important for providers during transformation?”
- Two rounds (identify and then rank)
- See if feedback supports what the research says ...and what can it add?

Who participated in the Delphi ?

- 36 experts in the field of organizational transformation
- Represented a range of stakeholder groups (provider staff and management, self-advocates, families)
- Had knowledge of, or had participated in, a transformation process

Top 10 Characteristics of Transformative CRPs



Characteristic #1: Clear and consistent goals

Establish an explicit commitment to increase employment.

Goals should be:

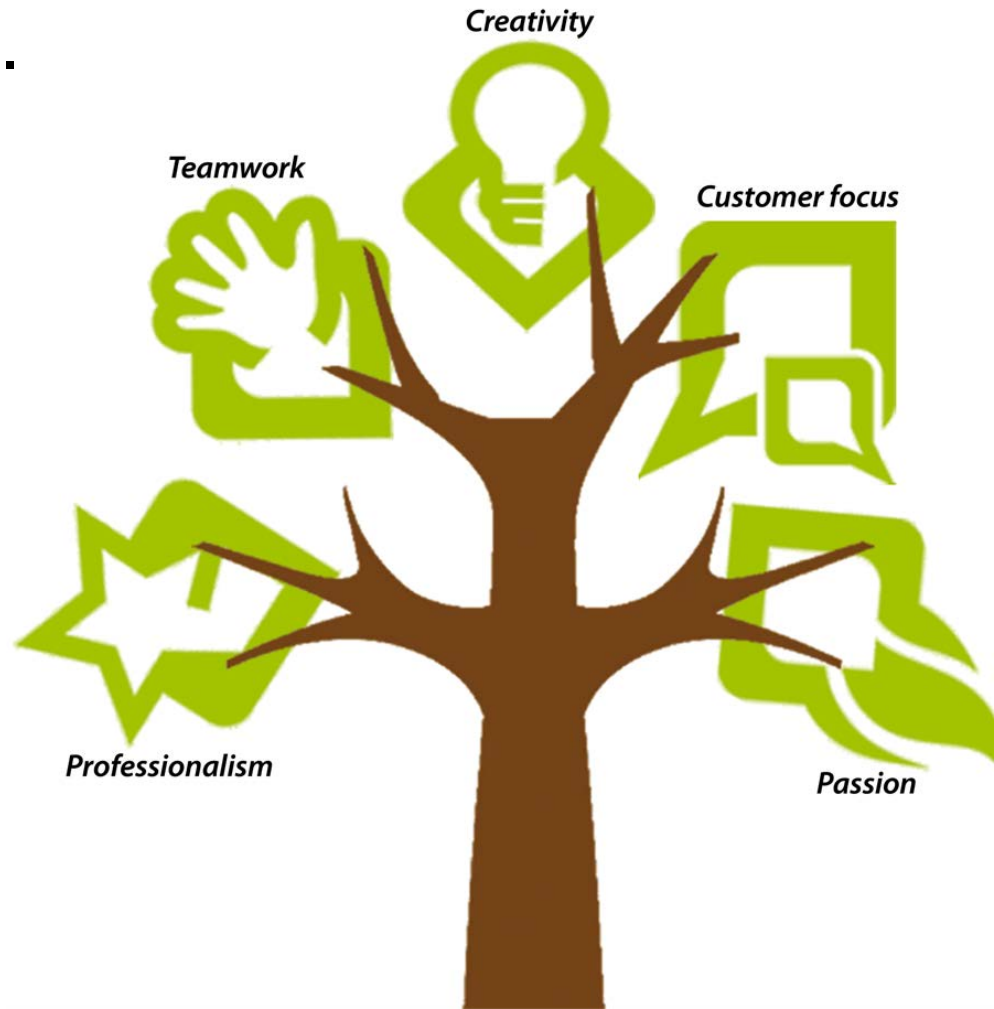
- measurable
- flexible
- compelling and easy to grasp
- directly reflective of the core mission
- specific to an established time frame





Characteristic #2: Agency culture

- Guides agency actions.
- Values positive thinking, learning, creativity, innovation, continuous quality improvement.
- Transmitted through values-based training, ongoing technical assistance, and staff mentoring.



Element 3: An active, person centered job placement process is accessible to all

- A “just do it” approach
- Find jobs one person at a time
- Create momentum and enthusiasm

The first step in building momentum is to



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Element 4: Strong external and internal communication

- Internally
 - Simple, visible practices
 - Daily decisions
 - Clarity of expectation
 - Transparency and openness
- Externally
 - The right message for the right audience
 - Clarity about goals and focus
 - Outreach and communication strategies – social media, newsletters...
 - Family engagement





Characteristic #5: Reallocate and restructure all resources.

- Reinvent job positions and expectations
- Continuous staff development
- Remember: Investment reflects priorities, influences outcomes.



Characteristic #6: Ongoing professional development of staff

- Training, continuing education, conferences, mentorship lead to core competencies and best practices.
- Support employees at all levels to meaningfully contribute their ideas and energy to the mission.



Characteristic #7: Customer focus and engagement

- Partner with self-advocates, families, business community
- Worked in partnership with funding source to make sure they were on board with the transition and helped make referrals to other programs.





Characteristic #8: Employment performance measurement, quality assurance, and program oversight.

- Tracking individual outcomes
- Share accountability across all staff
- Understand baseline data
- Technology-enabled tracking systems

“What gets measured gets done.”



Characteristic #9: Embrace a holistic approach throughout the employment process.

- Consider the whole person.
- Career planning process involves staff, parents, friends.
- Maintain personal relationships, develop new ones.





Characteristic #10: Develop multiple and diverse community partnerships.

- Create buy-in to the change process
- Include local businesses, school districts, state agency offices, faith-based organizations
- Effective partnerships:
 - promote actions that improve outcomes
 - foster positive change within systems
 - meet local economic needs





Arc of Westchester's Transformation

from Facility Based to Integrated Employment

- ❑ 4 Sheltered Workshops serving 300 individuals
- ❑ Traditional, segregated settings



Arc of Westchester Characteristic Cross Walk

Action Step	Characteristic
<p>Redefined Prevocational Services: Prevocational Services provide the opportunity to learn job expectations, to explore the working world and experience employment through a variety of community options.</p>	<p>#6 - A strong internal and external communications plan</p>
<p>Got to know each individual. Spent time talking and observing. Discussed their vision of their future.</p>	<p>#3 - An active, person-centered job placement process</p>
<p>Transitioned from workshop production staff to Direct Support Professionals including new job titles and job descriptions. Provided staff training on goals, community activities, safety and transportation.</p>	<p>#2 - Reallocated and restructured resources #8 - An ongoing investment in staff professional development</p>



For people with intellectual and developmental disabilities

Arc of Westchester Characteristic Cross Walk

Action Step	Characteristic
<p>Converted a position to a Community Developer position. Developed volunteer, internship and paid work in the community. Introduced community activities each week/day. Leased vehicles.</p>	<p>#2 - Reallocated and restructured resources</p>
<p>Engaging Business Partners – Develop relationships, Employer Recognition Breakfast, Business Advisory Board, Collaboration with local Colleges</p>	<p>#4 – Multiple and diverse community partnerships</p>
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