Ten Elements of Organizational Transformation: Strategies for Moving Towards Integrated Employment

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Ten Elements of Organizational Transformation: Strategies for Moving Towards Integrated Employment

The Arc Summer Leadership Institute
July, 2017
Introductions
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Today’s Agenda

- Overview of project and research activities
- Results of Delphi process and case studies: Top 10 elements, along with strategies
- What’s coming next!
Supporting providers to evolve how they deliver services

Through:
- a framework for building capacity
- a toolkit to guide organizations
- an efficient scalable strategy (a facilitated, peer-to-peer learning community) for supporting change across networks of providers
Research Activities

- Two main research activities: (Delphi Process and case studies)
- Delphi panel to identify critical elements and case studies to show those elements on the ground
Purpose of the Delphi Panel

- Getting a group of experts to agree on a topic
- What is most important for providers during transformation
- 2 rounds
Who participated in the Delphi?

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

- Provide examples of what Delphi elements look like on the ground
- Provide depth as to how the elements can be implemented
- Provide strategies to populate our Toolkit
- Provide us with a state context
Top 10 elements of transformative providers and some practical examples
Audience Participation Time!

- Multiple and diverse community partnerships
- An active, person-centered job placement process
- An agency culture that values inclusion
- A holistic approach to supports
- A strong internal and external communications plan
- Reallocated and restructured resources
- Clear and consistent goals
- Effective performance measurement, quality assurance, and program oversight
- A focus on customer engagement
- An ongoing investment in staff professional development
Element #1: Clear and consistent goals

Establish an explicit commitment to increase employment.

Goals should be:

- Measurable
- Flexible
- Compelling and easy to grasp
- Directly reflect the mission
- Specific to an established time frame
Case study strategies

- Create a mission and vision
- Operationalize into a plan
- Set and track your long and short term goals (its ok to adjust, but caution!)
- Create a multi-stakeholder group or seek external advice
Element #2: Agency culture

- Guides agency actions
- Values positive thinking, learning, creativity, innovation, CQI.
- Transmitted through values-based training, ongoing TA, and staff mentoring.
Case study strategies

- The culture follows the new goals in an evolutionary way
- It's about aligning your environment with your new way of thinking
- Leaders often ensure that policy and practice match agency core values
- Reframing failures as opportunities
Element #3: An active, person-centered job placement process is accessible to all, including those with the most significant disabilities.

- Find jobs for 1 person at a time
- Creates momentum and enthusiasm
Case Study Strategies

- Consider strategic prioritization with individual placement
- Use Discovery to fine tune interests and build human and social capital
- Invest in capacity building around best practice in job development
Element #4: Communicate expectations often and to all

Internally:
- Simple, visible practices and daily decisions
- Employment as clear and authentic expectation

Externally:
- How money is spent
- Goals-based data tracking
- Simple outreach (newsletters)
- Family meetings
Case study strategies

- Be transparent as possible, even if you don’t have all the answers
- Use champions to communicate with peers
- Different formats for different populations
- Positivity is everything
Element #5: Reallocate and restructure all resources.

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

- Analyze current budget for alignment to new mission
- Realign current funds into staff resources
- Plan for sustainability beyond the transformation
- Consider avenues for transitional funds
Case Study Example

Get rid of the real estate and re-engineer job descriptions.
Element #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.
Case study strategies

- Consider training and investment and start immediately
- Use professional development as an engagement opportunity
- Address gaps using multiple methods
- Mentoring, role modeling and supervision to compliment
Element #7: Customer focus and engagement

- Partner with individuals, families, business community
- By collaborating with both customer groups, you’ll meet individual and market needs.
Case study strategies

- Individuals and families: one-on-one or small group, build trust, prioritize, use both formal and informal mechanisms.
- Business: Employer-to-Employer venues, Join boards and associations, Communicate using “the bottom line”
Case study example

Annual business appreciation breakfast
Element #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.”
Case study strategies

- Start your data collection with your planning
- Measure quality and satisfaction
- Consider formal data collection options
- Don’t just collect it, use it and share it!
Element #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.
Case study strategies

- Consider whole life starting with planning
- Maximize Community Life Engagement supports
- Make employment everyone’s business-break the silos!!!
Element #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
  - meet the needs of both parties
Case study strategies

- Build on staff and board member professional relationships
- Redefine pre-existing partnerships
- Snowball effect
- Leverage whatever resources each partner brings to the relationship
Case Study Example

Innovative partnership with local college
Calling Local Arc Chapters!!!
For what?

- A Community of Practice on Organizational Transformation
- Toolkit
- Guided Self-Assessment
- Facilitated action planning
- Customized technical assistance
- Topical webinars
- Opportunity for in-person peer-to-peer learning
What will participants do?

- Identify key staff to participate
- Host a site visit
- Fill out pre-post questionnaires so we can understand impact
- Complete staff logs and individual outcome data
- Prioritize change efforts and set action plan
- Build partnerships with others
- Use the toolkit and tell us what you think
Who we want and how to apply

To be eligible providers must:
- Be an Arc chapter
- Currently operate a sheltered workshop and hold a 14c certificate
- Have a commitment to close the sheltered workshop

To apply:
- ICI and The Arc of US will send out link
- RFP process with basic background information
- Give us your contact info!
Resources

Delphi findings

http://www.thinkwork.org/essential-elements-organizational-transformation-findings

Advice from other providers (based on screening interviews)

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

A project of

ThinkWork!

at the Institute for Community Inclusion, UMass Boston

www.ThinkWork.org

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