

# Where the rubber meets the road

Supporting quality practices to improve  
employment outcomes

AAIDD Webinar

May 2019

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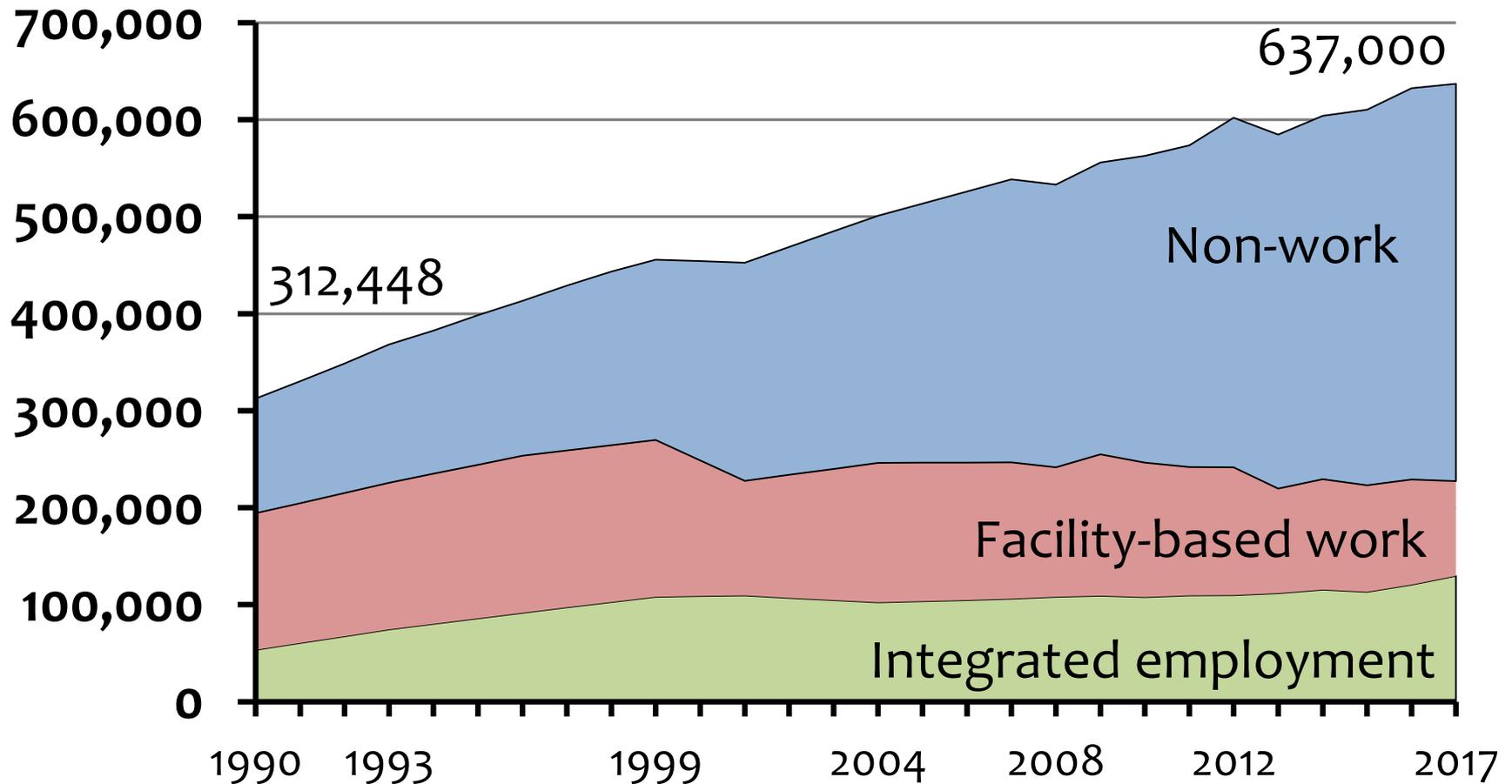
**rtcon**  
community  
living

INSTITUTE *on* COMMUNITY INTEGRATION  
UNIVERSITY OF MINNESOTA

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# Number in Employment and Day Services



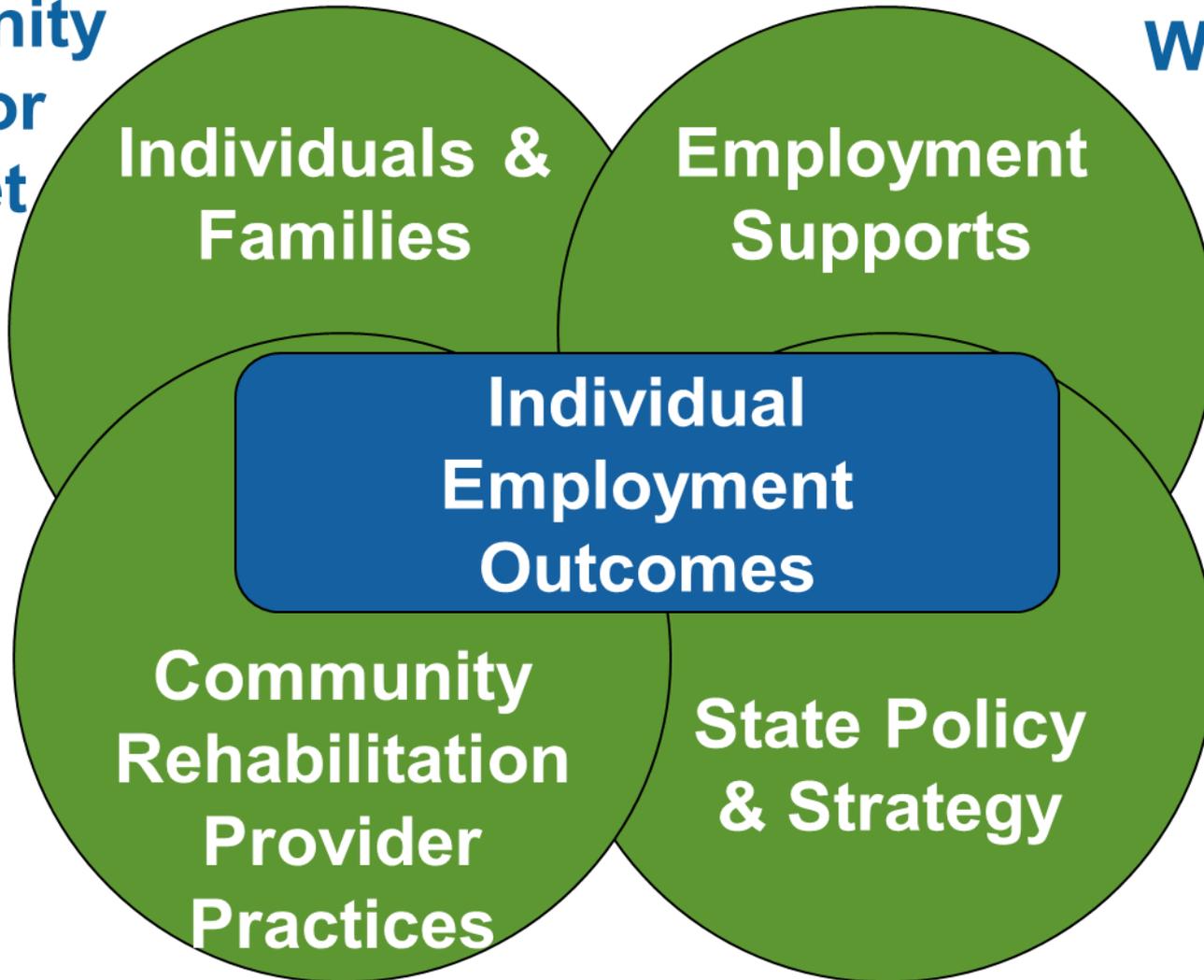
Source: ICI National Survey of State IDD Agencies



# 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



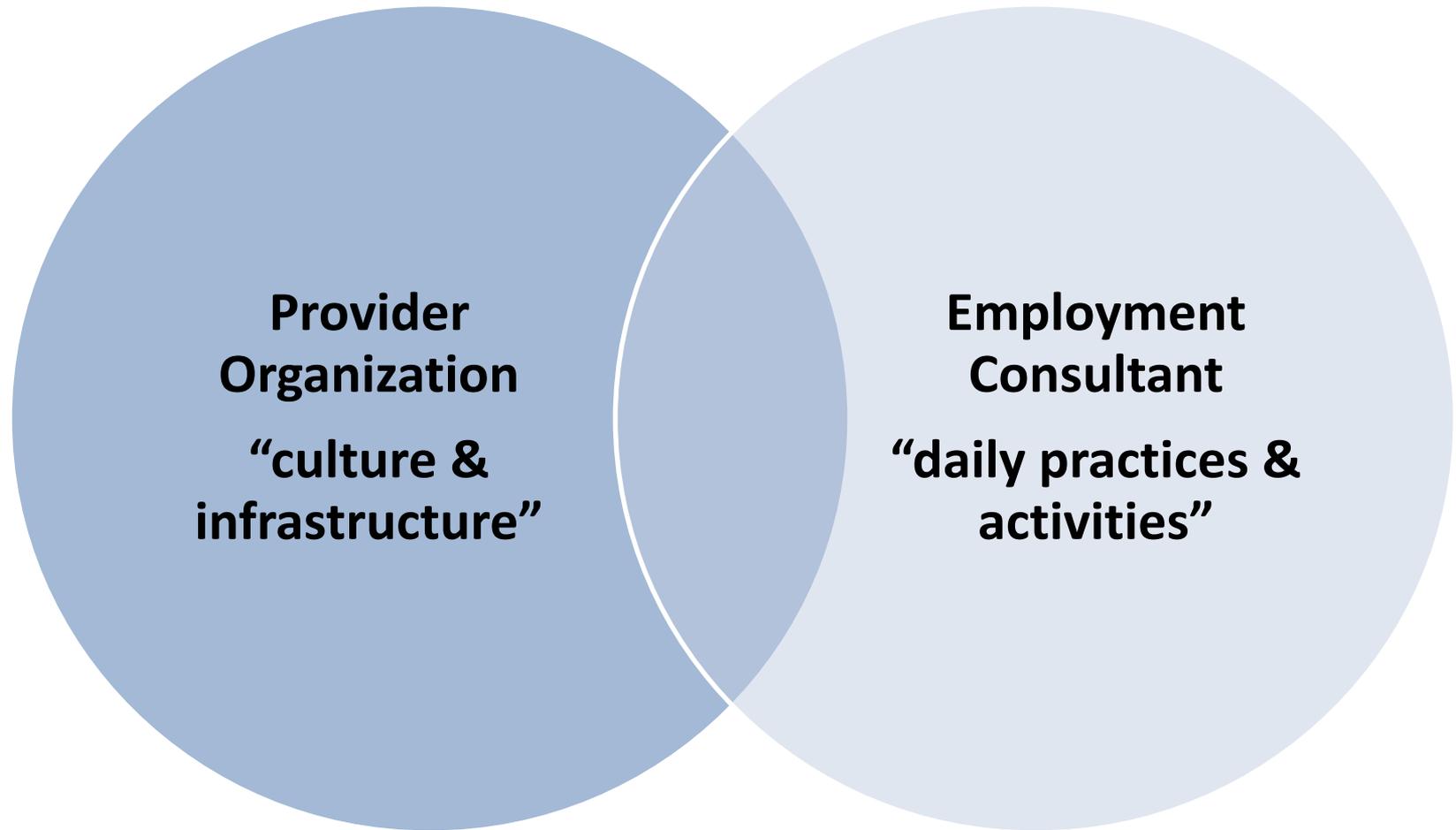
College of Employment Services

DirectCourse

ONLINE CURRICULA FOR LIFE IN COMMUNITY

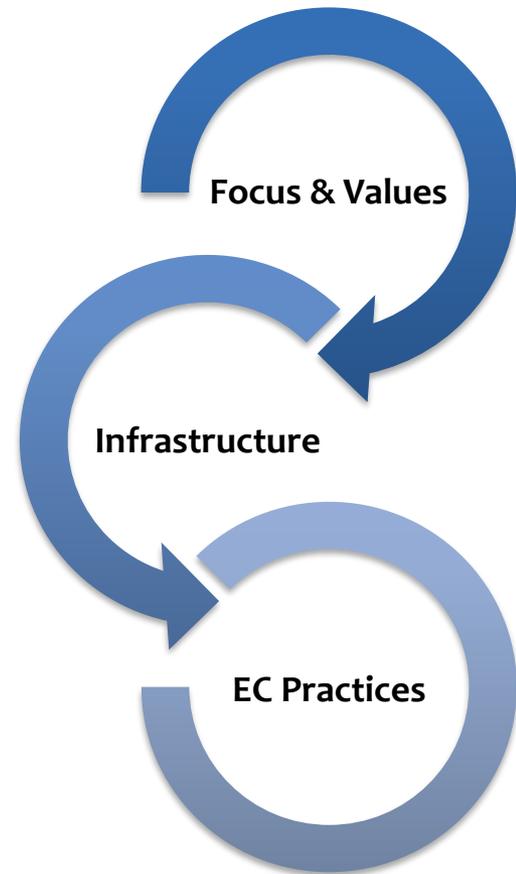
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# Supporting wholistic quality



# 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**

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**Engage job  
seeker/  
family**

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## Get to know job seeker

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### 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

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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..."*

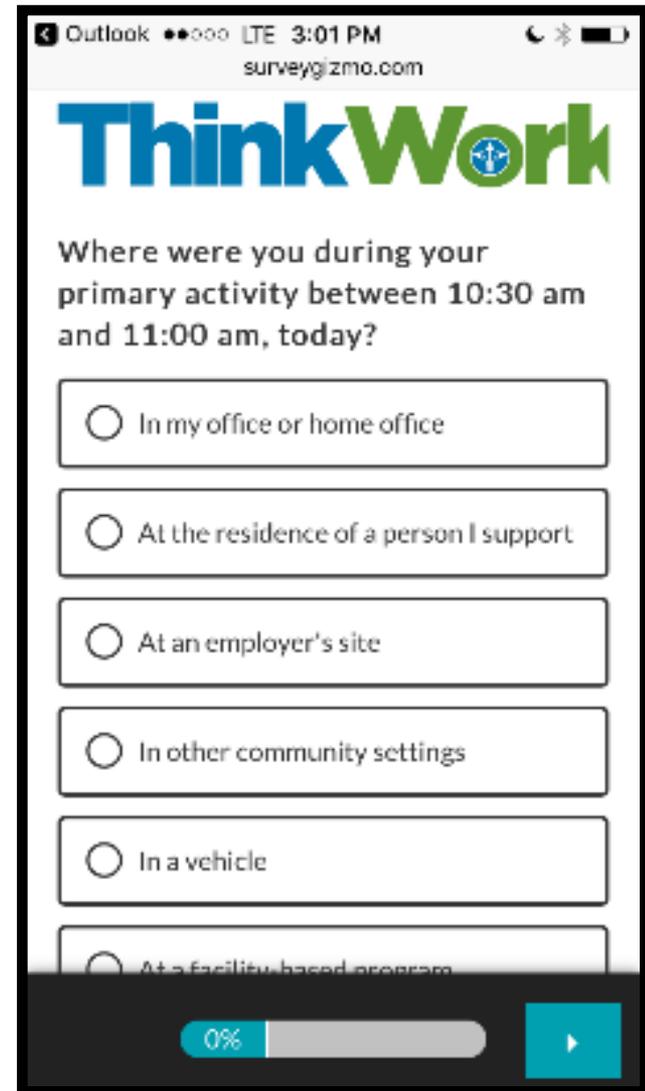
# Engaging employment specialists

- ❖ 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?

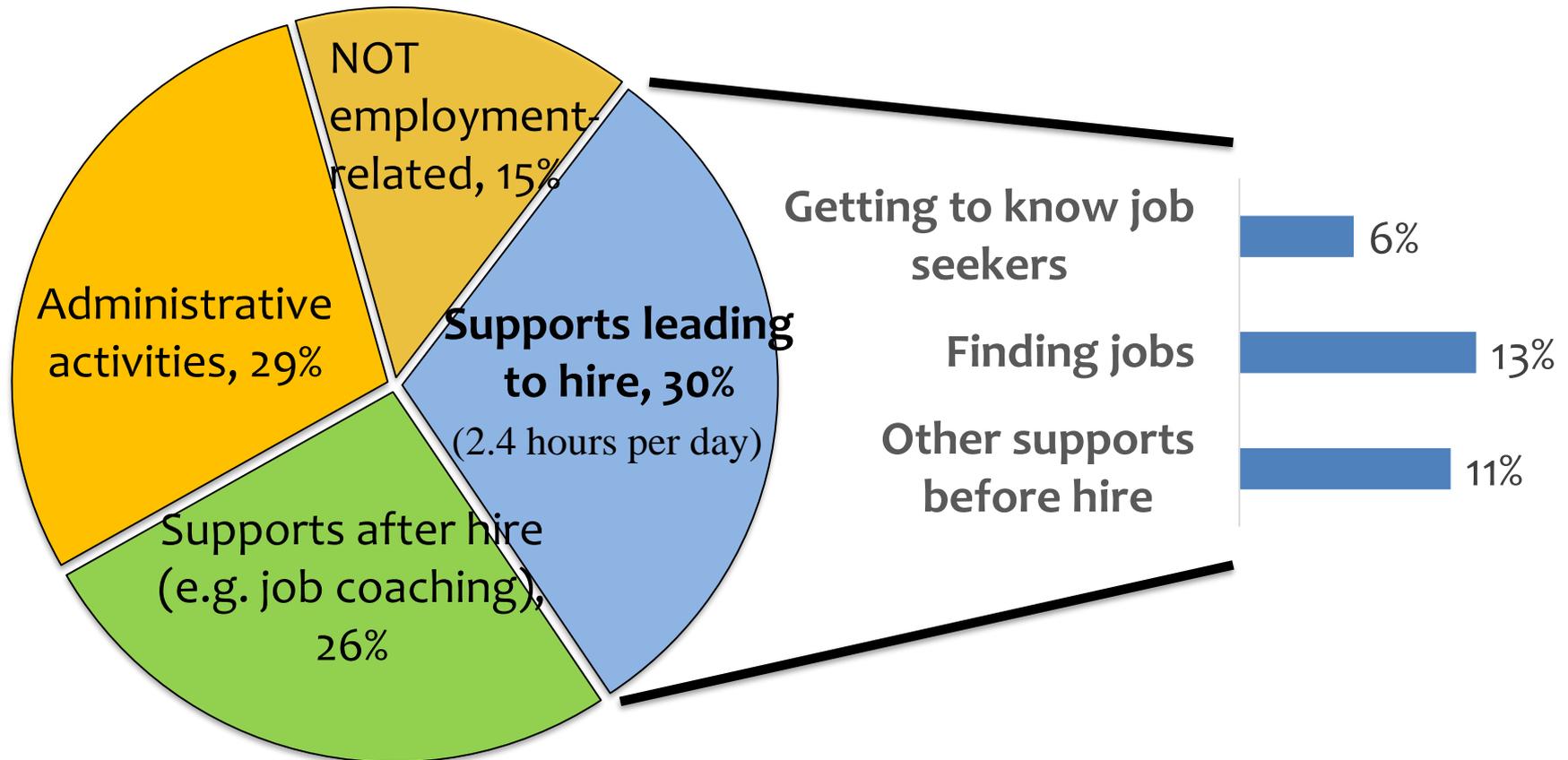
Once each work day at a random time



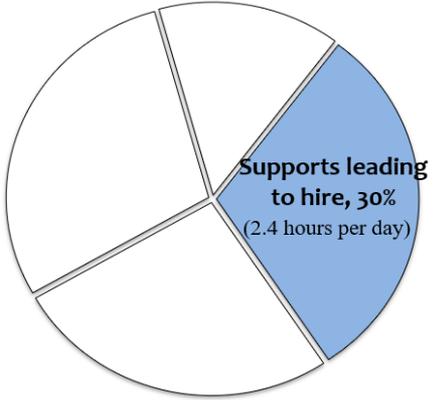
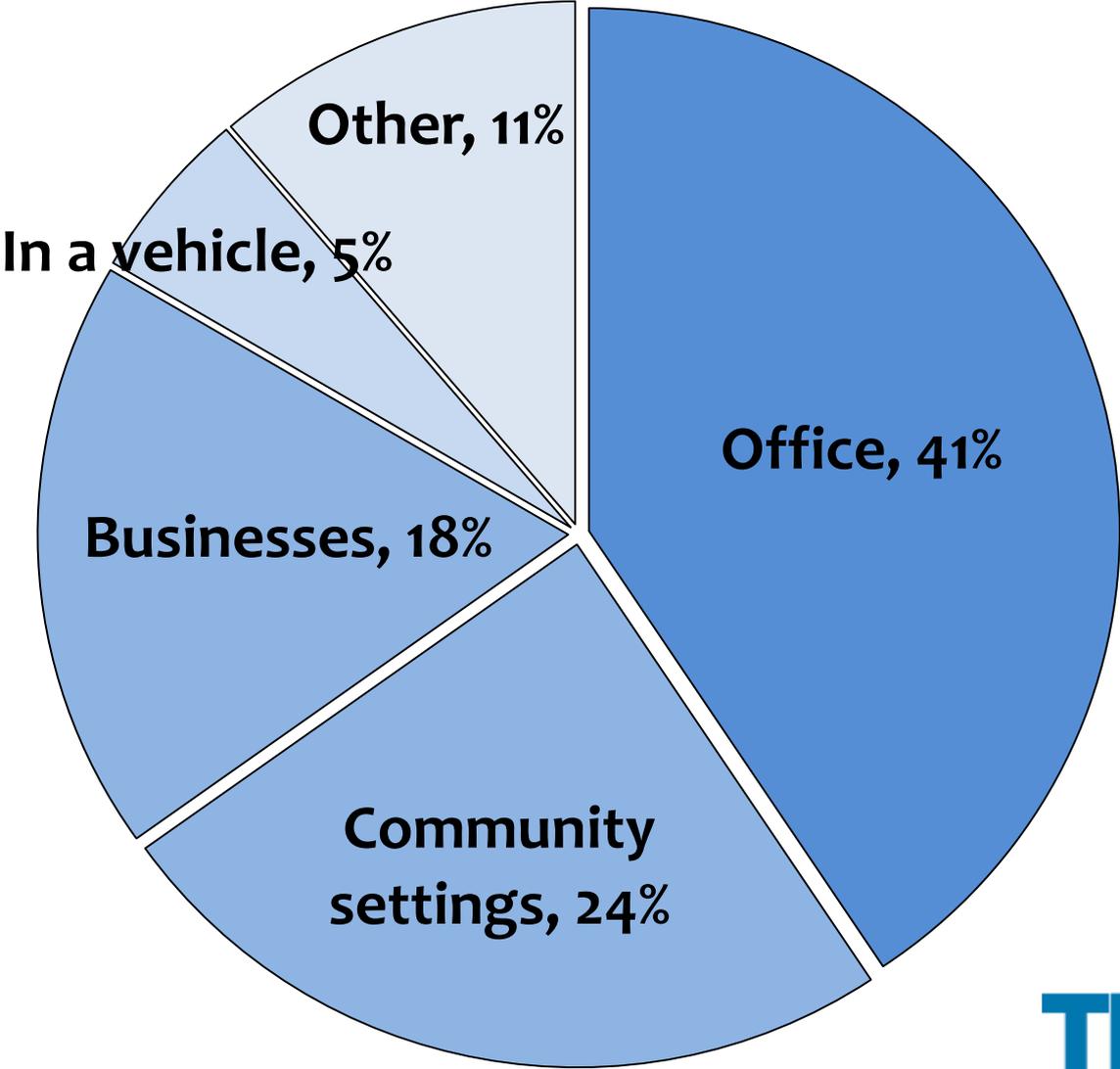
The screenshot shows a mobile survey interface. At the top, the status bar displays 'Outlook', signal strength, 'LTE', '3:01 PM', and battery level. Below the status bar, the URL 'survey@zmo.com' is visible. The main heading is 'ThinkWork' in blue and green text. The survey question is: 'Where were you during your primary activity between 10:30 am and 11:00 am, today?'. There are six radio button options: '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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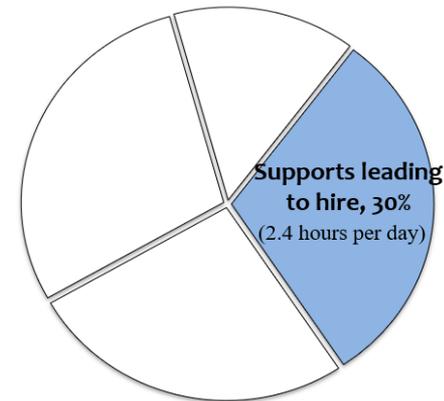
# WHAT: primary support activity



# WHERE

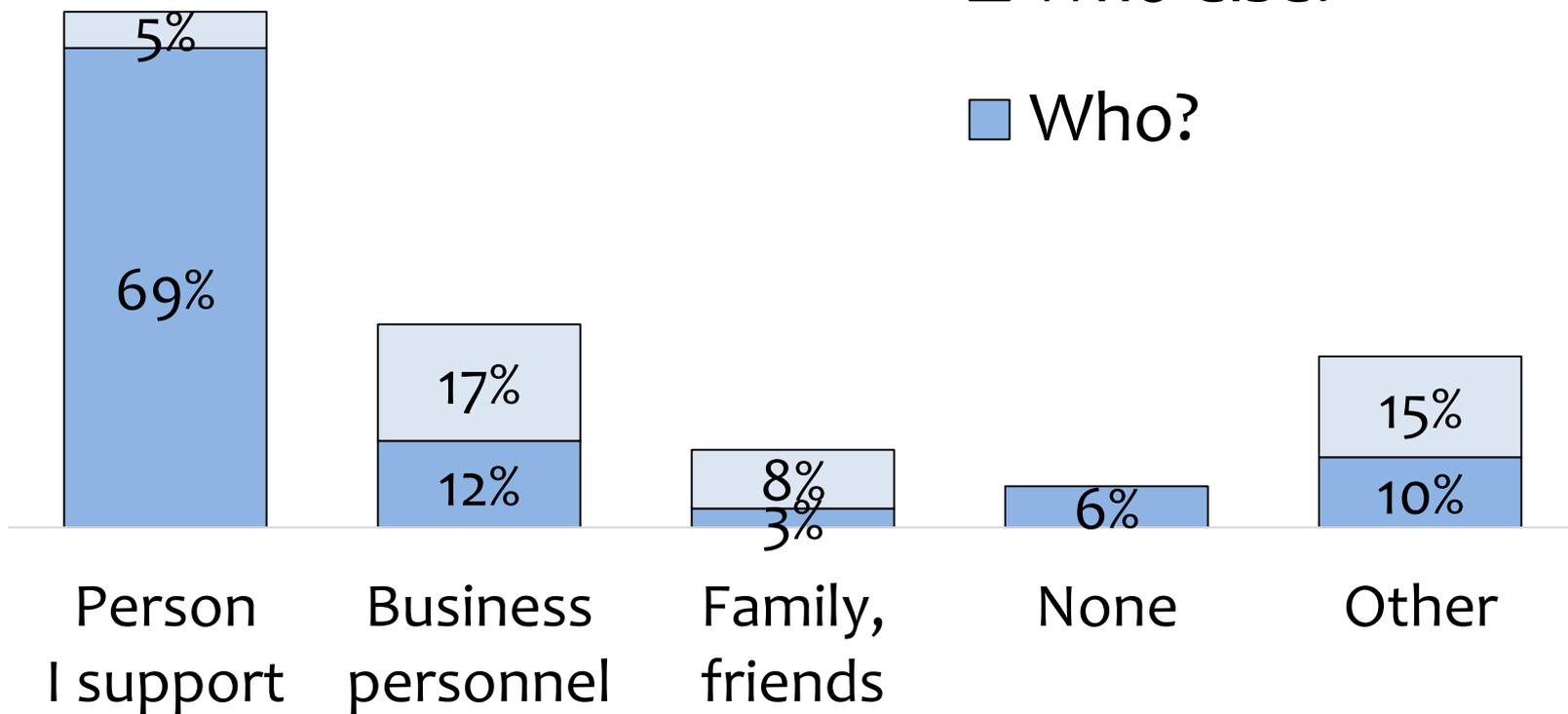


# WHO

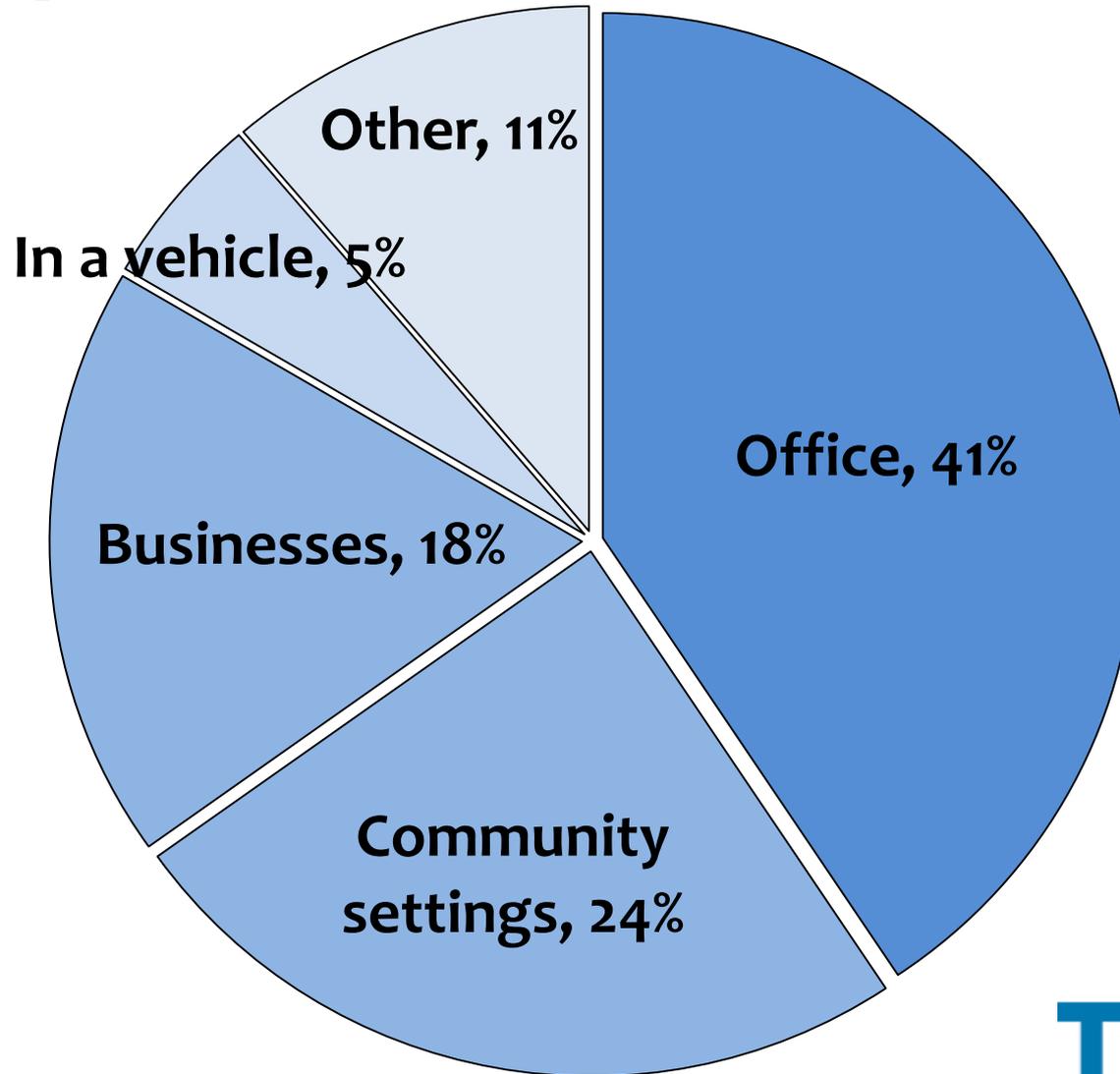


Who else?

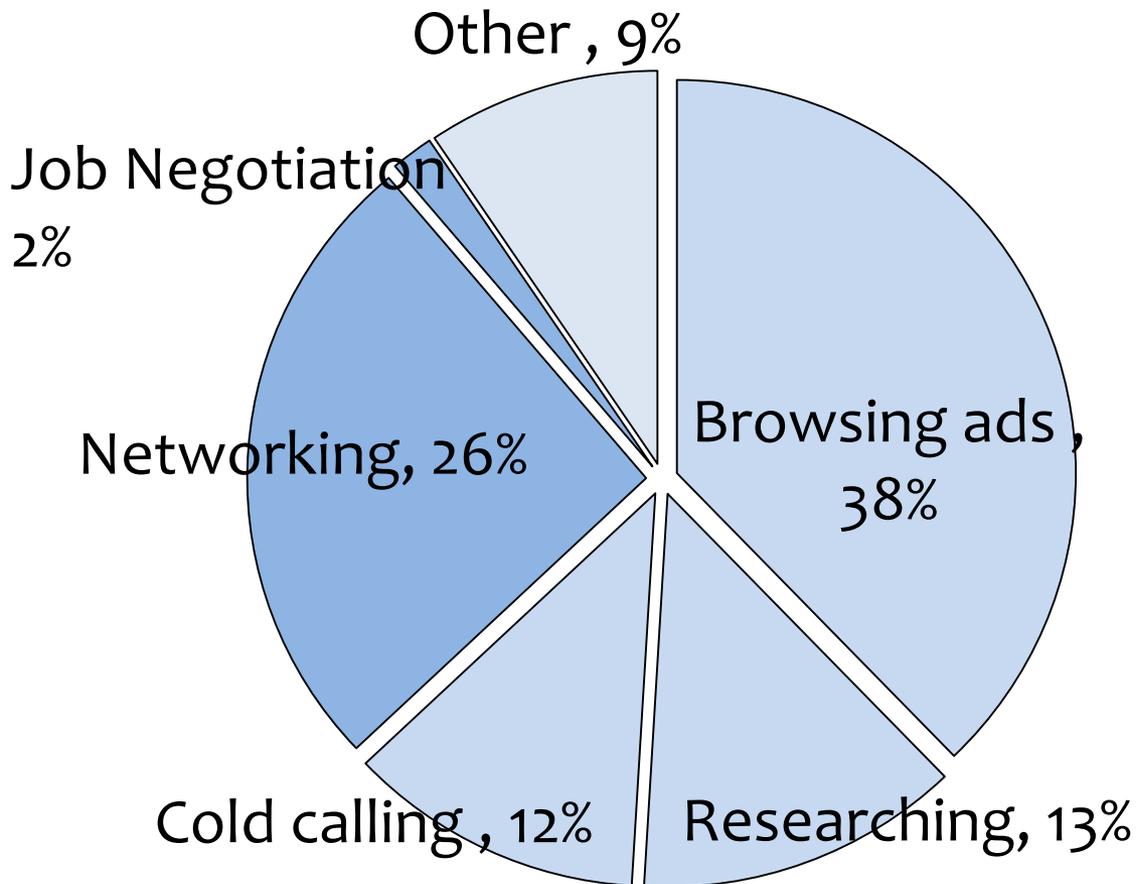
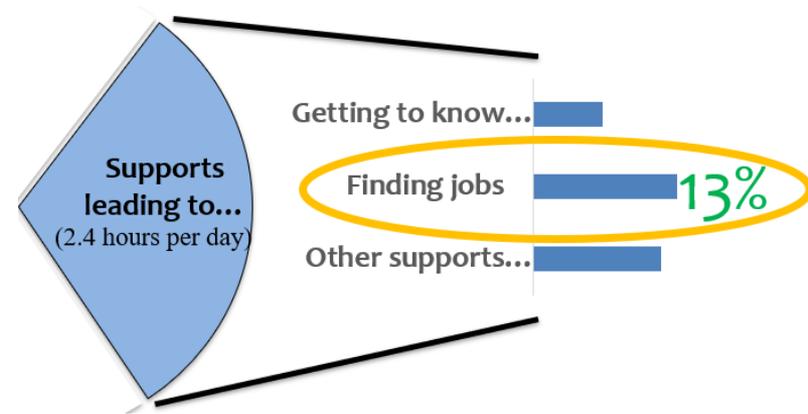
Who?



# 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!](#)*



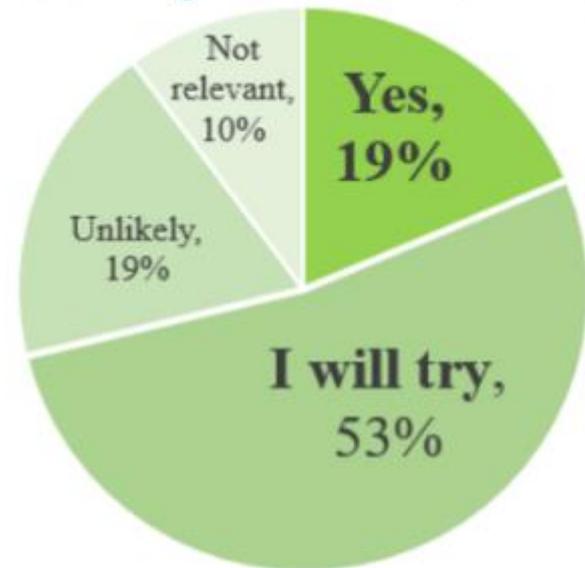
0%



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](mailto: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](mailto:Oliver.lyons@umb.edu)  
[617-287-4376](tel:617-287-4376)  
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You may now close your browser

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developmental disabilities

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](http://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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