

Blueprint for Sustainable Statewide Customized Employment

In support of the steadfast commitment to helping people with disabilities find and engage in meaningful employment, GHA proposes using the Customized Employment (CE) Blueprint, a model that will reconceptualize training and guidance for Customized Employment services. GHA's CE Blueprint is designed to produce a more highly effective Customized Employment labor force, better outcomes for the people

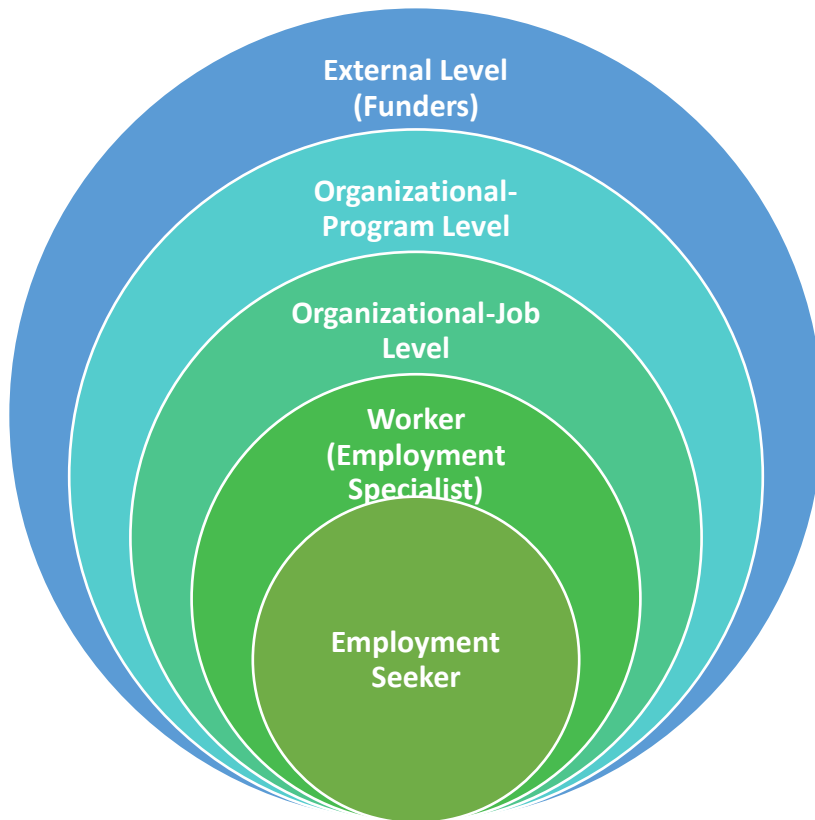
served, and significant cost savings. The CE Blueprint is designed using several performance improvement models, including Thomas Gilbert's Behavioral Engineering Model, Roger Chevalier's Updated Behavioral Engineering Model, Carl Binder's Six Boxes, and Anthony Marker's Synchronized Analysis Model.

Gaps in workplace performance and job results never take place in a vacuum. They occur in the context of other performers, functions, processes, procedures, systems, policies, and management practices, and the cause of most gaps in jobs and organization results is a function of those many interacting factors. A pioneer in performance improvement, Geary Rummler, once said,

"You put a good performer against a bad system and the system wins every time."

Using the Synchronized Analysis Model as a foundation, GHA developed the CE Blueprint, which is comprised of four levels: the worker level (the employment specialist), the organizational-job level (the scope and design of the job), the organizational-program level (the employment specialist's employer), and the external level (CE funders and other stakeholder). Each level has three core components that are essential for job performance that leads to valued results.

The CE Blueprint is designed to help organizations and funders develop best practice, effective, and efficient customized employment services.



	Information	Instrumentation	Motivation
Environment - External Level <i>(CE funder such as Vocational Rehabilitation or Medicaid HCBS Waiver)</i>	Expectations and Feedback <u>General Description:</u> Funders clearly define performance expectations and provide feedback to agencies on the adequacy of performance. <u>CE-Specific:</u> <ul style="list-style-type: none"> • Expectation that employment specialist be credentialed is consistent across funding agencies. • Expectation that CE services be delivered to fidelity is consistent across funding agencies. • Funder communicates steps that will be taken when CE services are not delivered to fidelity. • Funder provides clear expectations and outcomes for each stage of CE services. • Funder performs periodic quality assurance fidelity reviews and provides feedback to organizations. 	Tools and Resources <u>General Description:</u> Materials and tools are available to support statewide implementation of CE services. Processes and procedures are clearly defined and enhance statewide performance of CE services. <u>CE-Specific:</u> <ul style="list-style-type: none"> • Funder(s) provide(s) resources (financial and otherwise) to establish network of qualified CE practitioners (and to cover the gap while internal state capacity is built). • Funder provides clear expectations for each stage of CE services and required tools, if any. 	Consequences and Incentives <u>General Description:</u> Financial and non-financial incentives for organizations are present; measurement and reward systems reinforce positive organizational performance. <u>CE-Specific:</u> <ul style="list-style-type: none"> • Funding agency sets CE rates that account for the time and resources to become certified and the time necessary to deliver services. • Funding agency pays higher rate for organizations that perform “best” on 10 or more fidelity reviews per year. • Funding agency takes corrective action when CE services are not delivered to fidelity.
Environment - Organizational Level <i>Community rehabilitation</i>	Expectations and Feedback <u>General Description:</u> The organization defines program-level CE performance expectations, gathers data on CE	Tools and Resources <u>General Description:</u> Materials, tools, and time needed to manage CE services	Consequences and Incentives <u>General Description:</u> Financial and non-financial incentives are present; measurement and reward systems

<p><i>provider-PROGRAM LEVEL</i></p>	<p>outcomes, and provides feedback to program leadership on CE performance outcomes.</p> <p><u>CE Specific</u></p> <ul style="list-style-type: none"> • CE aligns with organization's mission and values. • CE aligns with organization's goals. • The organization sets clear targets for CE as a service line (e.g., revenue goals, outcomes, timeliness, meeting customer expectations, etc.). • CE service targets are distinctly and clearly defined from other employment services. • The organization collects and reviews data on CE targets. • CE marketing and messaging aligns with other organization marketing/messaging. 	<p>are available. Processes and procedures in the organization align with CE.</p> <p><u>CE Specific</u></p> <ul style="list-style-type: none"> • Department leaders and staff who oversee or implement intersecting processes are trained on CE • The organization dedicates sufficient time to manage and supervise the delivery of CE services. • The organization acquires the necessary materials and tools for delivering CE services. • The CE process and other organization services are integrated for seamless service delivery (when other services are also provided) • The organization ensures CE service delivery processes align with best practices. • The CE process is clearly defined for employment seekers and family members. 	<p>reinforce positive performance. Organization is supportive of CE services.</p> <p><u>CE-Specific:</u></p> <ul style="list-style-type: none"> • Organization's executive leadership clearly communicates commitment to CE and actively supports individual CE outcomes (shares social capital, etc.). • CE successes are celebrated throughout the organization and with external partners. • Organization executive leadership understand costs of CE and provide full financial support for fidelity implementation. • Organization has a CE funding rate that is sufficient to cover costs of CE services. • Employment department managers are financially rewarded based on hitting CE targets.
<p>Environment - Organizational Level <i>Community rehabilitation provider: JOB-RELATED LEVEL</i></p>	<p>Expectations and Feedback</p> <p><u>General Description:</u> Roles and performance expectations are clearly defined; employees are given frequent feedback about the adequacy of performance. Clear and relevant guides are used to describe the work process.</p>	<p>Tools and Resources</p> <p><u>General Description:</u> Materials, tools, and time needed to deliver CE to fidelity are present. Processes and procedures are clearly defined and enhance individual performance if followed. Overall physical and psychological work</p>	<p>Consequences and Incentives</p> <p><u>General Description:</u> Financial and non-financial incentives are present; measurement and reward systems reinforce quality CE services. Jobs are enriched to allow for fulfilment of employee needs. Overall work</p>

	<p>The performance management system guides employee performance and development.</p> <p><u>CE-Specific:</u></p> <ul style="list-style-type: none"> • The employment specialist's job description includes CE KSOAs. • The organization provides clear expectations on how CE services are delivered. • The organization expects employment specialist to perform all CE services to fidelity and clearly communicates those expectations. • The employment specialist's supervisor is a fidelity reviewer and periodically conducts internal fidelity reviews. • The employment specialist's supervisor uses results from fidelity reviews to guide employee development. • Employment specialists have weekly case consultation with an experienced supervisor or mentor who provides relevant, timely, frequent, and positive feedback about performance compared to expectation. 	<p>environment contribute to improved performance.</p> <p><u>CE-Specific:</u></p> <ul style="list-style-type: none"> • Employment specialists have sufficient time to provide CE services to at least 3 people during their first year and at least 5 people during their second year. • Employment specialists have clear processes and procedures to follow when delivering CE services, which are reinforced by their supervisor. • Employment specialists have access to the necessary CE materials and tools that are easy to use and contain the right information. • Employment specialists can easily access to experienced mentors or supervisors for support. • The organization creates and maintains a physical and psychological work environment that supports delivery of CE services. 	<p>environment is positive, where employees believe they have an opportunity to succeed; career development opportunities are present.</p> <p><u>CE-Specific:</u></p> <ul style="list-style-type: none"> • Organization's executive leadership clearly communicates support for CE. • CE successes are celebrated throughout the organization. • CE certified employment specialist have the option to become a mentor for less experienced employment specialists. • Financial incentives are based on achieving proficient-level, certification, and mentor.
<p>Individual - Worker Level (<i>Employment Specialist</i>)</p>	<p>Skills/Knowledge</p> <p><u>General Description:</u> Systematically designed training and credential that</p>	<p>Selection/Assignment (capacity)</p> <p><u>General Description:</u> Employment specialists have the capacity to learn and</p>	<p>Motives/Preferences (attitude)</p> <p><u>General Description:</u> Employment specialist's motives are aligned with the</p>

	<p>matches the requirements of exemplary performance. Employment specialists have the necessary knowledge, skills, and experience to provide CE to fidelity.</p> <ul style="list-style-type: none"> • Employment specialist uses proficiency scale to track progress and set goals in building skills and knowledge. • Employment specialist completes Initial 40-60-hour training designed for skills and knowledge on Novice level of proficiency scale. • Mentor/supervisor provides structured assistance/guidance to support employment specialist in providing CE to fidelity and progressing on proficiency scale (from Novice to Apprentice to Proficient). • Proficient employment specialists use Community of Practice and network of CE colleagues/experts to problem-solve. • Proficient employment specialists use formal (e.g., continuing education) and informal means for maintaining and building expertise. 	<p>provide CE services to fidelity. Employment specialists are recruited and selected to match the realities of the work situation.</p> <ul style="list-style-type: none"> • Candidates provided description of tasks, knowledge, skills, abilities, and attitudes needed to provide CE services to fidelity (e.g., ODEP competency model) • Self-assessment tool for candidates to evaluate the match between position and their capacity. • Hiring tools used that identify candidates with individual capacity and preferences to deliver CE services to fidelity (e.g., CE Hiring Toolkit). • Employment specialist is selected using process that matches their individual characteristics and scope of employment specialist job. 	<p>mission of CE services and the organization. Employment specialists desire to provide CE services. Overall effectiveness of other sections leads to positive attitude.</p> <ul style="list-style-type: none"> • Self-assessment tool for candidates to evaluate their desire/preference to deliver CE services. • Employment specialists feel expectations are clearly communicated and sufficient feedback is provided by agency. • Employment specialists feel they have the necessary time, tools, and resources to provide CE services. • Financial and non-financial incentives motivate employment specialists to provide CE services. • Employment specialists feel they have the necessary skills, knowledge, capacity, and support to deliver CE services. • Employment specialists have a positive attitude about providing CE services and the organization.
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