

SUPPORTED EMPLOYMENT
LEADERSHIP NETWORK (SELN)

SOUTH CAROLINA



Concept of State Employment Leadership Network

- **multi-state effort**
 - **pose questions/get answers**
 - **less inventing/more implementation**

- **challenges to embrace best practices**
 - **import/export ideas**

- **pushes systemic thinking -**
 - **states learning from consultants and other states**

- **fit with SC direction/immediate appeal**
 - **re-tooling individual planning processes to more formally and thoroughly assess employment and related interests**

Recent SC Actions

- **tracking - improvements**
- **bench-marking**
- **encouragement**
- **goal - reach national average**
- **research**
- **new funding - SE only**

Next Steps in South Carolina

Develop Supported Employment Plan

- **definition of supported employment**

- **specifying demand through re-tooled individual assessment process**

- **identifying capacities needed**
 - **job development**
 - **job coaching**

- **collaboration/partnerships – voc rehab, schools, industry**

SELN:

- **tremendous potential to inform/improve policy and to strengthen practice**
- **states differ greatly**
- **significant differences within states**
- **framework or model for state plan/policy development**
- **small work group established**

Common framework/similar elements will better allow:

- **common definitions of supported employment**
- **improves data and bench-marking**
- **performance assessment/results within and across states**
- **facts drive policy and practice**
- **strengthen accountability**

- **strengthens resource requests through executive legislative branches**

- **enhances/adds credibility to collaborative partnering efforts**

- **collectively SELN positions us to have an impact on federal policy**

- **various successful actions improves appeal strengthens momentum with employers**

- **and ultimately improved results for consumers**

Key notion with framework/model for planning

- **what factors, issues, processes need to be taken into account for state system success in employment**

- **utilize Baldrige Criteria for performance excellence ***
 - ◆ **address**
 - ◆ **leadership**
 - ◆ **strategic planning**
 - ◆ **focus on customer measurement, analysis, knowledge management**
 - ◆ **workforce focus**
 - ◆ **process management**
 - ◆ **results**

*** See Attachment A.**

Leadership – who will champion employment

- Establishes system/organizational vision and values
- Communicates mission values identifies, creates, builds on, nurture and maintains multiple levels of leadership
- Sets context for strategic objectives and action plans innovation and organization performance. Innovation – both technological and organizational
- Focuses on sustainable system capacity commitments
- Senior levels articulate direction and following practices and decisions consistent with strategic direction
- Supports fact based decision-making
- Modifies policy and practice based on results

Operationalizing

D R A F T

- ? Core/leadership group articulating policy direction
- ? Recognition that power is diffused in public sector. Key actors, timing and leverage points/tactics vary
- ? Ensure commitment to policy direction through helping to create an enabling environment
- ? Follow through with workforce resource requirements
- ? Aligning practice with policy. Know your allies
- ? Measuring viz. objectives shows progress, helps in addressing concerns
- ? Make adjustments as needed

Strategic Planning – how to act rational
in broader, non-rational context

- Leadership Role in Strategic Planning
- Strategy Development
 - Steps
 - Participants
- Focus on Key Factors
 - Strengths, weaknesses opportunities & threats
 - Environment, technology model shifts
 - Sustainability
 - Ability to execute strategic plan
 - Participations of consumers, collaborators
- Strategic Objectives initiatives
 - Key objectives, Timetables
 - Who Served
- Action Plans for Objectives
 - Human Resource Capacities
 - Key Performance Measures for tracking results/performance

Operationalizing

D R A F T

- ? Leadership legitimates policy direction
- ? Essential to involve key allies and stakeholders. Consider/understand issues raised by interested parties
- ? Focus and clarity on long-term results beginning in the current context. Building on strengths and opportunities addressing threats/weaknesses. Know assets
- ? Acknowledging openness to new models and tactics to sustain them
- ? Confirms policy directions, answers concerns
- ? Do the possible. Understanding that selective are supportive of longer term policy end
- ? In a context characterized by diffuse power - need a very clear focus on results
- ? Definition of supported employment
- ? Create bold goals, flexibly sequence achieving e.g. unemployment rate for persons with disabilities will be similar to general unemployment (WA)
- ? Ability to show/measure progress
- ? Begin/increase momentum

Focus on Consumers and Customers –
what will satisfy needs/preferences

- Identifying consumers, customers, their needs, expectations, preferences
- Relevance and Capacity to respond to consumer/customer/market
- Systems/organization relationship with customers
- Choice and keeping system/organization relevant with best/promising practices
- Determination of consumer/customer satisfaction and its use in improvements

Operationalizing

D R A F T

- ? Be clear on who is the direct beneficiary and who are stakeholders
- ? Methods for listening to and determining consumer/customer requirements
- ? Access to information
- ? Who is served, what they get and how supports are accessed
- ? Options available and that need to be developed
- ? User friendly business processes
- ? Measuring consumer outcomes/satisfaction
- ? Benchmarks systems/organizations
- ? Or answer to the question – what kind of job do you want?

Measurement, Analysis – are we making progress?
Knowledge Management

- Capacity to measure, analyze, align, review and improve performance in system/ organization re: strategic plan
- Use of data in support operational, strategic decision making and innovation
- Utilize in benchmarking regarding other systems organization, sub-state comparison
- Management of system/organizational information and knowledge

Operationalizing

D R A F T

- ? Assessment of progress/results of policy goals
- ? Select, collect, trend, align and integrate consumer data and information to track system/organizational performance
- ? Align with business process/process management with strategic objectives
- ? Linkage to leadership, strategic goals and action plans
- ? Ensure the quality and availability of data

Workforce Focus - do we have adequate numbers of trained flexible, open-to-innovation staff

- System/organization human resource capacity to achieve performance expectations, strategic plan objectives
- Organization and management of workforce including recruitment/retention
- Methods for identifying/assessing staff satisfaction, well-being, motivation and linking to improvements in system/organization performance results

Operationalizing

D R A F T

- ? Articulate capacities and skill needed for staff
- ? Requisite staff skills aligned with system/organizations strategic objectives
- ? Need to a flexible, trained staff capability to support policy directions
- ? Skills development in support of collaboration, public initiatives, empowerment, innovation and system change
- ? Determining and capacity for training, technical assistance, consultation, problem solving capabilities

Process Management - what procedures/processes support mechanisms need to be in place to reach strategic objectives

System/organizations' key process management in alignment with strategic objectives

- Determination of key supported employment processes
- Coordination with partnering entities
- Input from consumers and customers, partners, collaborators
- Integration of technological/model improvements
- Productivity
- Quality Assurance
- Financial management

Operationalizing

D R A F T

- ? Access to services, person-centered planning, choice
- ? Collaboration with Vocational Rehabilitation, schools, economic development
- ? Coordination with non-employment services
- ? Transition from school to work, and work retirement
- ? Feedback on proposed new or promising service models
- ? Upscaling innovations to statewide systems
- ? Efficiency, effectiveness, cycle time, determination of satisfaction
- ? Meeting regulatory requirements and consumers expectations
- ? Sharing lessons learned
- ? Rate structure/reimbursement mechanisms

Results - are we there yet? Are we getting close?

- Identification of system/organization performance and improvement results link to leadership

Operationalizing

D R A F T

- ? Measuring progress, strategic objective and action plans targets
- ? Assessment of consumer/customer satisfaction levels and perceived value
- ? Measures of workforce performance
 - job satisfaction
 - opportunities for skill enhancement
- ? Segmentation of results by state, sub-state, regional, local. Compare to relevant national and regional benchmarks