

**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