Comprehensive Assessment of Supported Employment Service

Tracking Trends in Programming, Staff, and Service Provision

An Organizational Tool for SE Managers

Managers of Supported Employment (SE) programs throughout New Jersey have significant challenges regarding their programs' stability, staff satisfaction and turnover, and providing quality services to individuals with disabilities pursuing employment. This guide and tool provide a framework for SE managers to compile and analyze organizational data to inform change and help their organization succeed!

Why do we need this?

"High staff turnover? Underutilization and/or overutilization of supported employment hours? Poor communication or relationships with employers? How long does it take for individuals to get jobs? How are caseloads distributed amongst staff?"

Being the manager of a Supported Employment (SE) program is not easy! There are many moving parts to coordinate, many people to satisfy, and many connections to forge. On top of that, there are pressures to keep the program financially sound and properly staffed while still providing quality, billable services to individuals with disabilities.

With all these concerns and areas to oversee, it is easy for an SE manager to miss the big picture. Data that is already collected for reporting to the state can illustrate how effective a manager's SE program is by showing trends in placement rates, job matching, skill acquisition, job retention, and many other areas.

The Boggs Center on Developmental Disabilities offers this **Comprehensive Assessment of Supported Employment Service (CASES)** guide and tool to help SE managers effectively and accurately use data to track trends in service provision, staffing needs, and employer relations. This tool was developed after consultation with the NJ Division of Developmental Disabilities and observing or interviewing SE managers/providers of over 50 SE programs throughout the State of New Jersey. The intention of this project was to use/modify existing service reporting software to track important metrics for SE managers to review. After conducting interviews and further research, it became clear that the existing systems cannot meet the need for a managerial tool that helps SE programs meet the demands of Employment First through adhering to best practices in the field.

Lack of time is often cited as the reason SE managers do not take or analyze data, even when they know it will help them in the long run. This tool was created with this obstacle of time in mind; with basic input once a month, the tool will give a manager valuable information on essential areas for agency success through automatically generated data.

What is being tracked?

The CASES tool is a protected Microsoft Excel file that is broken up into 5 sheets. Each sheet is tracking a variety of items for different reasons. This part of the guide will describe the metrics (areas of measurement) on the Program Summary page and why they are important. The summary results are automatic and calculated from your other data.

PROGRAM SUMMARY

Total Consumers – *This is a total number of consumers in your service that are listed on the Service Provision tab (active <u>and</u> on hold cases).*

Active Consumer Case – *This is the percentage of active consumer cases. Any cases on hold do not count toward this value. When a case is put on hold, all that person's data is taken out of the larger group until activated again.*

Average Unemployment – *This tells a manager how long, on average, it is taking the organization to place individuals into jobs. It measures from their case referral to an employment start date.*

Average Job Stabilization – *This tells you how long, on average, it takes for an individual to go from job placement to follow along status. If they haven't moved to follow along, the job stabilization date range will be from their start date until today.*

Average Retention – *This metric tells us how long, on average, your consumers are staying employed. It measures from their hire date to the current date unless you put in a "termination date" (they quit or were let go).*

Total Staff – *This is the total number of staff on payroll.*

Average Staff Caseload – *Good information to have for new hires. It measures how many cases and average distribution. Distribution of cases by job phase is seen in the pie chart "job phase distribution."*

Average Employee Retention – *Staffing and turnover are some of the most challenging areas for an SE manager. This gives a snapshot of your organization's ability to train and retain talent.*

Total # of Organizations – *This should be how many organizations that you have worked with, past and present.*

Employer Survey Results – *These metrics (% satisfied with service/coach/employee and overall satisfaction) are important to track. They denote how well an organization's service is viewed by employers/community partners.*

Closed Case Statistics – *Once a case has been closed, the dates and important data shouldn't be lost! SE managers can take the information for a closed case and move it into the Closed Case Archive tab. That way, data from past cases will not affect the current pool of information. Important information for all closed cases will be available on the program summary tab as well.*

How do we use this?

This guide and tool are offered as free resources for any SE program ready to engage in meaningful data collection and analysis. The Boggs Center offers personalized technical assistance and consultation around the implementation of this data system. We recommend registering for technical assistance so you get the most benefit of this tool for your organization's success.

Below is a brief summary of guidelines on how to use CASES.

Guideline #1: Don't be afraid, you won't break it! You can only edit cells that are white. (*Every single graph and every area that is not a white cell is locked. Formatting, graphs, and formulas are protected and will not get altered by your input.*)

Guideline #2: All dates should be entered in as numbers in the format Month/Day/Year. (*This will keep formatting consistent and the formulas will be able to read the information.*)

Guideline #3: Use the Staff Metric sheet however you would like. (*This offers an SE manager a snapshot into how often supervisors are giving professional feedback and opportunities to their employees. You can mark it "X" for completed, or use a date, or a number for frequency of opportunities - whatever is most useful to you. The only automated sections of this sheet are the staff retention and the distribution of cases (PP, Intensive, FA.)*)

Guideline #4: Input satisfaction survey results as numerals 1-5, and 'Future Reference' as "yes" or "no." (*The CASES Employer Relations form is assuming you are using a survey with a Likert scale of values 1 through 5, with 5 being the highest, for each area surveyed. We provide a sample survey for employers on the next page.*)

Guideline #5: A lot of things will calculate automatically. (*After beginning to put in dates of service, names of consumers, staff, and organizations, and more, you will see that many of the grey fields on all the different sheets will start to populate information. This is meant to make the task of analyzing larger trends easier for you!*)

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Employer Survey

We would like your feedback regarding the Supported Employment services you have received from our specialists and the qualified job seeker(s) you brought on to your team. Our goal is to make sure to provide you and your organization with excellent candidates and professional service. Your feedback will help us better serve you and other employers in the future. Please take a few moments to complete this survey.

For all answers:
1 – Strongly Disagree; 2 – Disagree; **3 – Neutral**; 4 – Agree; **5 – Strongly Agree**

1. I am satisfied with the services I have received from your organization. Service includes (but not limited to) professional communication, resources, availability, etc.

1	2	3	4	5
☐	☐	☐	☐	☐

2. I am satisfied with the job coach(es) that I have met with and have had on-site. They been professional, supportive, collaborative, efficient, and effective.

1	2	3	4	5
☐	☐	☐	☐	☐

3. I am satisfied with the individual matched to my employment or community need. They have been an asset to my company and culture.

1	2	3	4	5
☐	☐	☐	☐	☐

4. Would you be willing to serve as a professional business reference concerning our employment services in the future?

NO ☐	YES ☐

1. Additional Comments:

What does it all mean?

We want to see positive change! With every passing month, a quality SE program will look for:

- ❖ **An increasing "Employment Rate"** – *Nothing speaks to an employment program's success better than showing how many people working with them are employed. This is an important piece of information to have for reporting, job development, marketing, and so much more.*

- ❖ **A consistently high "Active Consumer Case" percentage (90%+**) – *This tells people that your employment rate represents a high degree of the people currently in service. It also lets an SE manager know if there are openings to take on new cases while others are reevaluated.*

- ❖ **The "Average Unemployment" period will continue to decrease** – *Solid assessment, pre-placement training, consumer buy-in, and personalized job development will decrease the amount of time it takes to get someone a job. If we see this number change, we know that those areas are important factors.*

- ❖ **The "Average Job Stabilization" period will continue to decrease** – *Individualized on/off site support and building employer/natural supports will decrease how long someone requires intensive job coaching services. If we see this number change, we know those areas are factors.*

- ❖ **"Average Retention" period will gradually increase** – *The longer the individuals we support keep their jobs, an SE manager will know that solid job matching/assessment occurred as well as excellent work during job stabilization. This is a major metric, along with employment rate, for reporting/marketing.*

- ❖ **"Average Employee Retention" will gradually increase** – *This will show prospective new hires that this is an organization that nurtures staff and works hard to keep the talent in-house. An SE manager can use this metric to compare to state and national averages during the hiring process.*

- ❖ **"Overall Satisfaction" from employers/community partners remains high (90%+)** – *Positive word of mouth and employer references are huge factors in job development. Having other employers vet SE services will have the largest impact on future relationships.*

- ❖ **Annual service units/hours remaining and "% Completed"** – *We don't want to work for free and staff providing service when no units/hours can be billed is one of the fastest ways for a program to become unsustainable. A manager must keep track of service units/hours available of those provided.*

Person-centered assessments lead to fulfilling job matches. Creative and sincere job development builds great employer relationships. We create meaningful change in people's lives through tailored support on and off the job. All these important moving parts of an SE program can be overseen to work in concert and keep sight of the bigger picture: a quality Supported Employment program.

The big picture

THE BOGGS CENTER ON DEVELOPMENTAL DISABILITIES

New Jersey's University Center for Excellence in Developmental Disabilities Education, Research, and Service
New Jersey's Leadership Education in Neurodevelopmental and Related Disabilities Program

To register for the Employment Supervisor Training, please visit The Boggs Center website:
boggscenter.rwjms.rutgers.edu

For consultation or technical assistance, please contact:
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