

Dive into DETAC's CIL Employment Program Readiness Assessment Tool



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**LEWIN GROUP®**

**TASH**

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TASH under the Administration for Community Living
(ACL), Administration on Disabilities (AoD)
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About the Disability Employment TA Center (DETAC)

- Established in October 2020
- [Mission](#) to provide TA to AoD grantees focused on improving competitive integrated employment (CIE) and economic outcomes for all people with disabilities across America.
- Focus on improving partnerships within the grantee network to increase CIE.
- Grantees: Centers for Independent Living (CILs), State Councils on Developmental Disabilities (DD Councils), University Centers for Excellence in Developmental Disabilities (UCEDDs), State Protection & Advocacy Systems (P&As), Traumatic Brain Injury State Partnership Programs (TBIs) and Projects of National Significance.

Technical Assistance Themes

- **Systems Change:** Building professional competencies through e-learning, skill expansion, peer-to-peer mentoring, and resource dissemination.
- **Innovation:** Build network capacity through identification, development, scalability, and sustainability of evidence-based practices.
- **Collaboration:** Leverage unique talents & contributions of the grantee network through partnership development that leads to CIE improvements at individual and state levels.

Modes of Technical Assistance

- National Community of Practice
 - National Webinars
 - Technical Assistance Briefs
 - Podcasts
 - Newsletters
- Results & Innovation in Systems Excellence (RISE) eLearning Communities
 - High-impact, SMEs and peer-to-peer engagement, achieve 1 goal

Introduction #1

*Presented by Melanie Hogan M.Ed.
Executive Director of
Linking Employment, Abilities and
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Introduction #2

Sandy Jordan

Director of Employment Programs

Able South Carolina



Evaluating and Developing Employment Services

Purpose: To evaluate a CI's current knowledge, skills, and activities, gauge organizational commitment, and assess organizational capacity.

The tool described in this lesson will assist participants in evaluating their CI's readiness and capacity needs, in order to build an effective employment program.

Resource: [Employment Program Readiness Assessment Tool](#)

Employment Program Readiness Assessment Tool

Five Parts to the Assessment:

1. Organizational Investment in Employment Services
2. Support for Employment Services within Social Service Programs
3. Approach to Employment Services
4. Organizational Delivery of Employment Services
5. Organizational Approach to Benefit Access and Planning

1. Components of the CL's Current Model and Capacity – Investment in Employment Services

- Board and leadership
- Mission
- Vision and goals
- Financial model
- Fundraising and development

Part 1: Organizational Investment in Employment Services

1 = No current capacity in place	2 = Beginning level of capacity in place	3 = Basic level of capacity in place	4 = Moderate level of capacity in place	5 = High level of capacity in place
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Criteria Number	Criteria	1 (No current capacity in place)	3 (Basic level of capacity in place)	5 (High level of capacity in place)	Score (1-5)
1a	Agency board and leadership	Agency board and leadership do not see employment as a priority or core service for the agency.	Agency board and leadership are generally supportive of employment. Development of employment services comes from front line supervisors or direct staff.	Agency board and leadership are highly supportive and see employment as a priority. Agency board and leadership provide guidance and planning to grow and strengthen employment services.	5
1b	Agency mission, vision, and goals	The value of employment and vocational services are not part of agency mission, vision, or goals.	The value of employment and vocational services are reflected indirectly in agency mission, vision, and goals.	The value of employment and vocational services are clearly stated and reflected in agency mission, vision, and goals including agency strategic planning.	4
1c	Financial model	Employment services are not included in agency financial model or budget.	Employment services are included within budget. There are generally not active efforts to expand or re-purpose funds to support employment services.	Agency has dedicated funding to support employment services and actively works to expand and diversify funding streams.	1
1d	Fundraising and development	Employment services are not included in agency fundraising or development and are not the recipient of funds raised or developed.	Employment services are part of fundraising and development and are occasional recipients of money raised. Employment services may have lower priority within agency for fundraising efforts.	Agency actively raises funds to support employment services. Development efforts include employment programs and outcomes to recruit funders and solicit donations.	1

Assessment Part 1 total: 11

2. Components of the CL's Current Model and Capacity - Support for Employment Services within Social Service Programs

Breakout room #1

- Consumer satisfaction
- Outcome measurement
- Employment is integrated across agency services and programs
- Employment is integrated into program procedures and operations

Breakout Room # 1: Part 2: Organizational Support for Employment Services within Social Service Programs

1 = No current capacity in place	2 = Beginning level of capacity in place	3 = Basic level of capacity in place	4 = Moderate level of capacity in place	5 = High level of capacity in place
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Criteria Number	Criteria	1 (No current capacity in place)	3 (Basic level of capacity in place)	5 (High level of capacity in place)	Score (1-5)
2a	Client satisfaction	Employment services and needs are not included in satisfaction surveys. Agency does not offer a formal means for clients to express their satisfaction on agency response to employment.	Employment services are included in satisfaction surveys, but agency does not consistently use input to impact program design. Satisfaction with employment services carries a lower priority than other core services.	Agency includes employment services in satisfaction surveys and uses input to further improve services. Agency offers frequent and diverse opportunities to express satisfaction regarding agency response to employment need.	1
2b	Outcome measurement	Agency does not collect basic employment data including services participation and outcomes.	Agency collects basic employment data including service participation and outcomes. Data collection is not routinely used to influence program services or design and there is no procedure to set or evaluate goals.	Agency has a clear outcomes measurement plan in place to collect and evaluate employment services and outcomes. Data collected is used to influence program design and services.	2
2c	Employment is integrated across agency services and programs	Employment services and/or supporting consumer employment goals is not included in agency services and programs.	Employment services are primarily seen in those services which clearly address employment and education. Integration of employment in non-employment services relies on the efforts of individual staff.	Employment services are included across agency services and programs. All programs have shared responsibility to support consumer employment goals and efforts.	3
2d	Employment is integrated into program procedures and operations	There is no mention or reference to employment in agency procedures, forms, or descriptions.	Employment services appear in program procedures directly related to employment. Job descriptions include general expectations for direct services staff related to employment services.	Employment services are included in program procedures and operations across the agency. Job descriptions for all direct service staff include expectations for providing and/or coordinating service to support employment.	1

3. Components of the CIL's Current Model and Capacity - Approach to Employment Services

Breakout room #2

- Employment service models
- Collaborations with federal, state, local employment systems
- Partnerships with employment programs and services
- Local labor market and workforce needs

Breakout Room #2 Part 3: Organizational Approach to Employment Services

1 = No current capacity in place

2 = Beginning level of capacity in place

3 = Basic level of capacity in place

4 = Moderate level of capacity in place

5 = High level of capacity in place

Criteria Number	Criteria	1 (No current capacity in place)	3 (Basic level of capacity in place)	5 (High level of capacity in place)	Score (1-5)
3a	Employment services model	Agency does not have a model for addressing employment services. Agency does not offer direct services or refer to local partners.	Agency is aware of basic service models (supported employment, transitional jobs, career pathways) and addresses employment services with a combination of referral options and direct services. Direct service staff may incorporate employment into case management services based on consumer need. Agency model or approach does not consistently make available a full range of services.	Agency has a clear model that addresses consumer employment needs through a combination of direct services and referrals to local partners. A full continuum of services is available to consumers provided either by the agency or via partnership. Agency can connect consumers to a variety of options (supported employment, transitional jobs, career pathways).	3
3b	Collaboration with local, state, and federal mainstream employment systems (State VR; Ticket to Work; TANF, WIA; VA, One-Stop)	Agency does not collaborate with local employment systems. Agency is not informed about mainstream services systems.	Agency has a general awareness of local mainstream employment systems. Agency can match most clients to appropriate service. Relationships, referral agreements, and partnerships related to employment programs and/or services exist but are limited.	Agency understands mainstream employment services and has employment related relationships, referral agreements, and partnerships in place. Consumers are able to access mainstream services and are matched to the correct service.	3
3c	Partnerships with employment programs and/or services	Agency does not maintain partnerships or referral agreements with any local employment programs or service providers.	Agency is aware of local employment programs and/or services. A few referral agreements related to employment (formal and/or informal) are in place. Agency can meet the service needs of most consumers via referral but not all.	Agency maintains a full range of referral agreements and partnerships including point of contact or liaisons (including written agreements). Agency can meet a diverse range of consumer service needs though referral relationships.	2
3d	Local labor market and workforce needs	Agency is not aware of the local labor market and workforce needs.	Agency has basic awareness of the local labor market and employment opportunities for consumers. There are some efforts to connect consumers with services that match with the local workforce needs.	Agency has up to date awareness of the local labor market and employment opportunities for consumers. Agency makes on-going efforts to connect consumers with services that match with the local workforce needs.	4

4. Components of the CIL's Current Model and Capacity - Organizational Delivery of Employment Services

Breakout room

- Vocational and career planning
- Access to GED/HS diploma
- Occupational training, post-secondary education, employment preparation and/or job readiness skills
- Job search or job placement services
- Employer partnerships, job development and marketing to the business community
- Job retention and support

Breakout Room #3 - Part 4: Organizational Delivery of Employment Services

Criteria Number	Criteria	1 (No current capacity in place)	3 (Basic level of capacity in place)	5 (High level of capacity in place)	Score (1-5)
4a	Vocational and career planning	No vocational or career planning services offered. Referral options have not been developed.	Staff have some training on vocational and career pathway planning. Staff have option to refer to partner agency for service. Staff have some skill in working with consumers on their career development and assist to create career plans that reflect consumers' needs, interests, and capabilities.	Agency has formal process to assist with career planning. Options to refer to partner agency are available, and well-coordinated employment plans are integrated over all services. Staff are trained on career pathway planning. Plans reflect consumers' needs, interests, and capabilities.	2
4b	Access to GED, occupational training, and post-secondary education	Agency does not have any relationships with organizations providing occupational training and/or post-secondary education for consumers.	Agency maintains a few referral relationships with local training and education programs. Individual staff help consumers make employment related connections and referrals.	Agency maintains a broad range of referral relationships with local training and education programs. Staff actively help consumers make a connection to the assistance they need and follow up.	3
4c	Employment preparation and/or job readiness services	No employment preparation or job readiness services offered. There are no referral agreements in place to assist with employment prep or job readiness services.	Job readiness services are provided directly or via referral as a part of general direct services. Life and soft skills training are offered. Staff work with consumers to resolve obstacles to prepare for employment. Consumer service plans may include goals and strategies to improve job readiness skills.	Job readiness services provided directly and via referral. Life and soft skills training are offered. Staff work with consumers to resolve obstacles to prepare for job placement. Services are clearly linked to placement services. Consumer service plans include goals and strategies to improve job readiness skills.	2
4d	Job search or placement services	No job search or placement services offered. There are no referral agreements in place to assist with job search or placement services.	Agency provides access directly or via referrals to computer lab to assist with job search. Individual staff may provide occasional job referrals, assistance, or job listings. Staff may offer interview preparation services.	Agency provides access or refers consumers to computer lab, resume software, and online job posting for job search. Staff provide job referrals and listings and offer interview preparation services.	1
4e	Employer partnerships, job development and marketing to business community	Agency does not have partnerships with employers. The agency has not identified staff or allocated time to partner with employers.	Job development and engaging employer partnerships occurs via referral to another agency. Agency staff may have some relationships built with employers however no clear staff time is allocated to these activities.	Employer partnerships is a priority for the agency. Staff are identified and trained for employer engagement effort and staff time is allocated to activities.	1
4f	Job retention and support	No job retention services offered; no referral agreements are available for these services.	Job retention included in regular direct services. Classes/groups are available via referral and/or by agency. Individual staff assist consumers with transition into job and to offer ongoing support.	Agency provides both individual job retention and classes/groups; staff assist clients with transition into job and offer ongoing support; retention efforts are integrated across services.	1

Assessment
Part 4 total:
10



5. Components of the CIL's Current Model and Capacity - Organizational Approach to Benefit Access and Planning

- Partnerships with state and federal agencies offering benefits and entitlements
- Knowledge of work incentives and the impact of paid employment on benefits and/or entitlements
- Benefit planning and/or asset building

Part 5: Organizational Approach to Benefit Access and Planning

1 = No current capacity in place	2 = Beginning level of capacity in place	3 = Basic level of capacity in place	4 = Moderate level of capacity in place	5 = High level of capacity in place
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Criteria Number	Criteria	1 (No current capacity in place)	3 (Basic level of capacity in place)	5 (High level of capacity in place)	Score (1-5)
5a	Partnerships with state and federal agencies offering benefits and entitlements	Agency has no or very limited relationships with partners who provide benefits and entitlement programs. Staff never or rarely communicate with agencies that offer benefits and entitlement programs.	A relationship is in place with agencies that offer benefits and entitlement programs but communication is sporadic and relies heavily on individual relationships.	Agency has partnerships with local, state, and federal agencies offering public benefits. Relationships are in place with benefits partners, which leads to effective communication between the organization and these partners to assist consumers.	3
5b	Knowledge of work incentives and the impact of paid employment on benefits and/or entitlements	Program staff are minimally aware of work incentives and the impact of paid employment on benefits and entitlements. Agency does not provide staff training on the topic and does not have relationships with partners who provide benefits counseling.	Program staff have a general knowledge of work incentives and benefits counseling. Partnerships with agencies that provide benefits counseling are evident, but communication is sporadic. Agency makes training on public benefits available on occasion.	Program staff has a thorough knowledge of work incentives and can offer benefit counseling and/or refer to local experts for assistance. Agency has opportunities for ongoing training, and it is included within job description.	1
5c	Benefit planning and/or asset building	Program staff are not aware of benefit planning or asset building strategies. These services are not seen as a priority within the agency.	Program staff have a general knowledge of benefit planning or asset building. Staff rely primarily on experts in the field and can make referrals to increase consumer self-sufficiency and increased financial stability.	Program staff are trained and knowledgeable regarding benefit planning and asset building strategies and opportunities. Staff use these strategies to increase consumer self-sufficiency and financial stability.	3

Assessment Part 5 total: 7

Breakout rooms

- 3 Breakout Rooms
 - Section 2
 - Section 3
 - Section 4

- Brief report out

Identify Existing Capacity - Example

Section Number	Assessment Section Name	Total Score
1	Organizational Investment in Employment Services	11
2	Organizational Support for Employment Services within Social Service Programs	7
3	Organizational Approach to Employment Services	12
4	Organizational Delivery of Employment Services	10
5	Organizational Approach to Benefit Access and Planning	7

Assessment total score:

56/105

Capacity Building Example

Existing Capacity: List out the areas where you have the highest level of capacity related to employment services.

1. Agency board and leadership
2. Agency mission, vision, and goals
3. Local labor market and workforce needs
4. Agency is aware of basic employment service models
5. Individual staff help consumers make employment related connections and referrals
6. Staff have knowledge about benefits planning and make referrals to increase consumer self-sufficiency and increased financial stability.

Capacity Building: Select up to six priority areas essential to increasing your agency's capacity in the area of employment services.

1. Include employment services in the agency financial model/ budget and fund development plan
2. Integrate employment into program procedures and operations
3. Build capacity to offer job search and placement services
4. Build relationships and partnerships related to employment programs and/or services with State systems (i.e. VR, WIOA)
5. Provide training opportunities for staff to build skills in benefits counseling
1. Develop partnerships with employers

Supplemental Information

CIL – Employment Program Readiness Assessment Tool

Guiding Principles for Embedding Employment into CIL Core Services

How CIL's can Promote Competitive, Integrated Employment: Developing Successful Strategic Partnerships

Ways CIL's can Engage with the Workforce System to Support Jobseekers with Disabilities Attain Employment

<https://aoddisabilityemploymenttcenter.com/category/community-of-practice/detac-publications/cil-publications/>

Let's Connect!



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