

*Indiana Employment Initiative*  
**Organizational Change Technical Assistance Guide**

Issue	Assessment of Current Status*	Importance of Strategy/Options**	Technical Assistance Needs? <u>Yes</u> <u>No</u> , can be handled with local resources	Comments/Action Plan
<b>1.0 OVERALL PLAN</b>				
1.1 The organization has both a short- and long-range plan that addresses STRATEGIES for employment, ORGANIZATIONAL STRUCTURE, HUMAN RESOURCE PRACTICES (e.g., staffing), and EXTERNAL ENVIRONMENT factors (e.g., funders, families, residential service providers). This plan includes specific actions and timelines for shifting from facility-based services to integrated community-based services.	1__2__3__	L__M__H__		
1.2 The organizational change plan (e.g., 1 to 3-year time period) specifically addresses changes in staffing patterns, resource reallocation, divestiture of existing capital/real estate/facilities associated with facility-based services, creative and alternative funding options, and an organizational safeguards plan.	1__2__3__	L__M__H__		
1.3 The plan specifically identifies how progress towards organizational change and quality outcomes will be measured, tracked, and evaluated.	1__2__3__	L__M__H__		
1.4 The written plan has input from and has been shared with key stakeholders.	1__2__3__	L__M__H__		
1.5 The organization has identified a "Change Management" or "Organizational Change Leadership" team comprised of key stakeholders to provide direction and guidance with the changeover efforts. This team meets regularly to discuss progress, identify areas of need and attention, share feedback from stakeholders, and make assignments to advance change efforts.	1__2__3__	L__M__H__		
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<b>2.0 STRATEGIES FOR INTEGRATED EMPLOYMENT &amp; COMMUNITY-BASED SERVICES</b>				
<b>2.1</b> The organization has a Mission and Vision statement that specifically addresses the right to integrated community-based employment and community participation for all persons served.	1__ 2__ 3__	L__ M__ H__		
<b>2.2</b> In addition to the Mission statement, the organization has outlined service principles (value statements regarding service delivery), as well as organizational values (how staff are expected to behave within the organization).	1__ 2__ 3__	L__ M__ H__		
<b>2.3</b> The organization's staff and Board regularly participate in values discussions and clarification activities.	1__ 2__ 3__	L__ M__ H__		
<b>2.4</b> The organization has developed and implemented a program evaluation system that specifically targets expected movement toward community services. The objectives are measured in terms of quality outcomes rather than processes.	1__ 2__ 3__	L__ M__ H__		
<b>2.5</b> All persons, regardless of impact of disability, are able to access community-based services including integrated employment and assistance with developing meaningful community connections.	1__ 2__ 3__	L__ M__ H__		
<b>2.6</b> Funds have been reallocated from facility-based to community-based services and adequate funding is available for community-based services.	1__ 2__ 3__	L__ M__ H__		
<b>2.7</b> The organization has a well-established integrated employment program. Staff serve as consultants to employers and natural supports are facilitated. Individual needs dictate type and length of support for placement, training, and ongoing supports.	1__ 2__ 3__	L__ M__ H__		
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<b>2.0 STRATEGIES – continued</b>				
<b>2.8</b> Integrated employment and community participation staff are added as referrals warrant.	1__2__3__	L__M__H__		
<b>2.9</b> The organization has eliminated all facility-based work evaluation and work adjustment and other programs that lead to segregated outcomes.	1__2__3__	L__M__H__		
<b>2.10</b> The organization restricts new referrals to segregated settings and does not backfill 'slots' as people move into the community.	1__2__3__	L__M__H__		
<b>2.11</b> The organization utilizes person-centered/directed planning approaches, with maximum involvement of each individual and those they choose to participate.	1__2__3__	L__M__H__		
<b>2.12</b> Advocacy and self-advocacy efforts are established and supported.	1__2__3__	L__M__H__		
<b>2.13</b> All individuals served are assisted to develop positive relationships with community members and are assisted to develop socially valued roles within their communities.	1__2__3__	L__M__H__		
<b>3.0 ORGANIZATIONAL STRUCTURE</b>				
<b>3.1</b> The organization has taken steps to flatten the organization structure and move more decision-making to staff who know and support individuals who they support. Management staff focus on supporting staff to provide community-based services and may provide some direct services. Open lines of communication are in place.	1__2__3__	L__M__H__		
<b>3.2</b> The organization has implemented an organization wide system based on Total Quality Management/Continuous Quality Improvement or similar approach.	1__2__3__	L__M__H__		
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<b>3.0 ORGANIZATIONAL STRUCTURE – continued</b>				
<b>3.3</b> Teams have been developed throughout the organization and are regularly used for problem-solving and decision-making. Team building processes are developed through staff meetings, forums, retreats, etc.	1__2__3__	L__M__H__		
<b>3.4</b> Consideration is given to staff working as “generalists” who can support individuals holistically at work and/or at home. Employment staff work with day habilitation and sheltered workshop staff to facilitate referrals and placements of individuals currently served in-house.	1__2__3__	L__M__H__		
<b>3.5</b> The organization has taken steps to develop an organization plan that structures services around people instead of programs.	1__2__3__	L__M__H__		
<b>3.6</b> The organization is a “learning organization” and has a good information flow for circulation of new and innovative practices. All staff, including administration and management, are expected to continually advance their knowledge and skills.	1__2__3__	L__M__H__		
<b>3.7</b> The organization has implemented an effective system to obtain information from all employees. Feedback is shared and administration and staff work together to develop and implement plans to correct problem areas. Efforts to improve the organizational climate and culture are implemented.	1__2__3__	L__M__H__		
<b>3.8</b> The governing Board of the agency is supportive and involved in the changeover efforts. Regular feedback on progress is reported to the Board.	1__2__3__	L__M__H__		
<b>3.9</b> Individuals receiving services are involved in decision-making at all levels of the organization.	1__2__3__	L__M__H__		
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<b>4.0 HUMAN RESOURCE PRACTICES – The organization has revised human resource practices in light of the organization's Mission and Values.</b>				
<b>4.1</b> The organization has revised job descriptions to address: A. The anticipated work environment (% of time expected to be in the community); B. Specific expected organizational behaviors (same for all positions); C. Essential functions/tasks for each position; D. Enhanced functions to provide direction to those wanting to increase skills and responsibility within the organization.	1__ 2__ 3__	L__ M__ H__		
<b>4.2</b> The organization has established recruitment procedures that enable the hiring of qualified staff with desired attitudes and skills. Staff are hired "for the future" to provide inclusive, community-based supports.	1__ 2__ 3__	L__ M__ H__		
<b>4.3</b> The organization has a plan to address staff turnover.	1__ 2__ 3__	L__ M__ H__		
<b>4.4</b> The organization has an established system for reviewing staff performance that is tied to specific outcomes for people served. Feedback is obtained from staff's supervisor, people served, employers, families), team members, and from those s/he supervises.	1__ 2__ 3__	L__ M__ H__		
<b>4.5</b> The organization has an established system for determining pay and rewards. There is a clear plan for career advancement and support available for all staff.	1__ 2__ 3__	L__ M__ H__		
<b>4.6</b> Salary structures are competitive.	1__ 2__ 3__	L__ M__ H__		
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<b>4.0 HUMAN RESOURCES – continued</b>				
4.7 The organization places a strong emphasis on orientation and training for all staff and Board members. Adequate resources are allocated. Regular professional development opportunities are provided.	1__2__3__	L__M__H__		
4.8 Staff have received training on integrated employment best practices.	1__2__3__	L__M__H__		
4.9 All administrative and direct service staff have received training on developing community engagement, membership, and relationships.	1__2__3__	L__M__H__		
4.10 All administrative and direct service staff have received training on team building and effectively implementing team structures.	1__2__3__	L__M__H__		
4.11 There is cross-training between community-based and facility-based staff.	1__2__3__	L__M__H__		
<b>5.0 EXTERNAL ENVIRONMENT</b>				
5.1 The Mission statement is easily understood and remembered. Board members, staff and individuals receiving services are aware of the Mission.	1__2__3__	L__M__H__		
5.2 The organization works with state agencies to secure necessary funding, flexibility of dollars, and to advocate for broad systems change.	1__2__3__	L__M__H__		
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<b>5.0 EXTERNAL ENVIRONMENT – continued</b>				
<b>5.3</b> The organization has a public relations/marketing plan that specifies strategies for implementation, staff responsible for implementing the plan, and materials that promote a positive image.	1__2__3__	L__M__H__		
<b>5.4</b> Fundraising activities are based on assets and contributions vs. pity or helplessness.	1__2__3__	L__M__H__		
<b>5.5</b> The organization and staff play key roles and are involved in community activities such as the Chamber of Commerce, service clubs, etc. The organization expects all staff to play “ambassador” roles in the community as well as serve as “job developers” through their networks.	1__2__3__	L__M__H__		
<b>5.6</b> The organization’s website and materials for employment services are professional and business focused.	1__2__3__	L__M__H__		
<b>5.7</b> The organization has strong associations and partnerships with local businesses.	1__2__3__	L__M__H__		
<b>5.8</b> The agency showcases and celebrates successes to the community and local businesses.	1__2__3__	L__M__H__		
<b>5.9</b> The organization has implemented an effective feedback loop, including receiving regular feedback from “customers” (e.g., people served, families, employers). Efforts to improve the organization’s image are implemented.	1__2__3__	L__M__H__		
<b>5.10</b> The organization participates in transition planning and interagency collaboration in order to serve students exiting high school in integrated services.	1__2__3__	L__M__H__		
<b>5.11</b> The organization coordinates with other provider agencies (e.g., mental health center, TBI rehab services) to facilitate community employment for all service recipients.	1__2__3__	L__M__H__		
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For more information, contact Susan Rime (srime@lifedesignsinc.org) or Pat Rogan (progan@input.edu).