Organizational Self-Assessment

**A Tool to Assist Facility-Based Day and Prevocational Service Providers in
Planning and Implementing an Organizational Transition to Community-Based Service
Delivery with Integrated Employment as the Core Opportunity for
All Working-Age Participants with Disabilities**

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Areas Covered By This Self-Assessment:

Self- Assessment Area #1:

Organizational Governance and Leadership

Self-Assessment Area #1: Organizational Governance and Leadership

1. To what extend does our current Board of Directors have a solid understanding of the underlying reasons for prioritizing integrated/supported employment and integrated service delivery models?

[   ]   None to very little understanding

[   ]   Some understanding

[   ]   High level of understanding

2. To what extent does the current membership of our Board of Directors have a strong commitment to:

- Providing integrated/supported employment services as the first option and to working with local businesses to establish integrated/supported employment opportunities.

     Current Level of Board Expertise in this Area: 1   2   3   4

- Developing and implementing organizational transition from facility-based service delivery to community-based service delivery.

     Current Level of Board Expertise in this Area: 1   2   3   4

- Knowing and utilizing mainstream community venues and resources as an integral part of service delivery

     Current Level of Board Expertise in this Area: 1   2   3   4

3. To what extent does our organization's current strategic plan reflect a commitment to:

- Providing integrated/supported employment services as the first option and to working with local businesses to establish integrated/supported employment opportunities.

- Developing and implementing organizational transition from facility-based service delivery to community-based service delivery.

- Knowing and utilizing mainstream community venues and resources as an integral part of service delivery

Are there any program or service-specific strategic plans or development plans that already reflect these commitments?

4. Does our organization have a leadership team identified with specific responsibility and dedicated time to address the changes in funding source expectations and the challenges of:

- Providing integrated/supported employment services as the first option and to working with local businesses to establish integrated/supported employment opportunities.

- Developing and implementing organizational transition from facility-based service delivery to community-based service delivery.

- Knowing and utilizing mainstream community venues and resources as an integral part of service delivery

If yes, who are the members of the leadership team and what level of experience, knowledge and expertise does each of these individuals currently have in each of these areas?

Rate experience/knowledge/expertise of each team member according to this range:

	None		Some		Extensive
Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5

Notes and Additional Information Related to this Self-Assessment Area:

Self- Assessment Area #2:

Middle Management and Direct Service Staff

Self-Assessment Area #2: Middle Management and Direct Service Staff

1.   To what extend does our middle management and direct service staff have a solid understanding of the underlying reasons for prioritizing integrated/supported employment and integrated service delivery models?

Middle Management:
        [   ]   None to very little understanding
        [   ]   Some understanding
        [   ]   High level of understanding

Direct Service Staff:
        [   ]   None to very little understanding
        [   ]   Some understanding
        [   ]   High level of understanding

2.   To what extent are our middle management and direct service staff currently in support of our organization transitioning to:

- Providing integrated/supported employment services as the first option and to working with local businesses to establish integrated/supported employment opportunities.

- Developing and implementing organizational transition from facility-based service delivery to community-based service delivery.

- Knowing and utilizing mainstream community venues and resources as an integral part of service delivery

3.   To what extent do our middle management and direct service staff believe it is part of their role to be involved in the organization transitioning to:

- Providing integrated/supported employment services as the first option and to working with local businesses to establish integrated/supported employment opportunities.

- Developing and implementing organizational transition from facility-based service delivery to community-based service delivery.

- Knowing and utilizing mainstream community venues and resources as an integral part of service delivery

Notes and Additional Information Related to this Self-Assessment Area:

Self- Assessment Area #3:

Job Descriptions and
Staff Training & Development

Self-Assessment Area #3:   Job Descriptions and Staff Training/Development

1.   Do job descriptions for staff at all levels reflect the importance of facilitating these outcomes for individuals served:

- Full community access
- Full community involvement and participation
- Relationships with community groups/associations and individual members of the wider community (e.g. neighbors, those with shared interests, family)
- Opportunity to participate in integrated employment

Job Descriptions where this is prominently included:

Job Descriptions where this is not prominent or missing:

2.   Do job descriptions for staff at all levels include specific roles and/or duties related to assisting individuals served to meet the outcomes describe in #1 above?

Job Descriptions where this is currently included:

Job Descriptions where this is not currently included:

3.   Do job titles for staff involved in the delivery of Day Habilitation, Prevocational and Supported Employment services reflect a focus on facilitating integrated employment and community access, involvement and participation?

4.   Do we individually assess the training and professional development needs of our middle management and direct support staff?   If yes, does this assessment currently include identifying and addressing training and professional development needs related to the following:

- Integrated/supported employment service provision (values, best practices, etc.)
- Community-based service delivery
- Facilitating interactions and relationships between members of the wider community and service recipients

We address these specific training/development needs for the following types of staff (list titles):

We do not address these specific training/development needs for the following types of staff (list titles):

5.   For middle managers, do we identify and address training and professional development needs in these additional areas:

- Integrated/supported employment program and fiscal management practices
- Community-based day and prevocational program and fiscal management practices

We address these specific training/development needs for the following types of middle managers (list titles):

We do not address these specific training/development needs for the following types of middle managers (list titles):

Notes and Additional Information Related to this Self-Assessment Area:

Self- Assessment Area #4:

Recruitment and Hiring Strategies

Self-Assessment Area #4: Recruitment and Hiring Strategies

1.   To what extent do our current recruiting methods focus on attracting qualified applicants who are interested, excited and potentially experienced in:

- Integrated/supported employment service provision (esp. best practices)
- Community-based service delivery
- Facilitating interactions and relationships between members of the wider community and service recipients

2.   Do we describe available openings in ways that reflect the importance of these things?

3.   Do we use specific interview questions that focus on these areas?

4.   Do we have evaluation/selection criteria that favor applicants who demonstrate experience and/or interest/excitement in these areas?

Notes and Additional Information Related to this Self-Assessment Area:

Self- Assessment Area #5:

Services Offered

Self-Assessment Area #5: Services Offered

1.   Is our organization currently able to provide Supported Employment services through a contract with RSA?

If yes, which of the following best describes our organization:

    (Circle One)
- We get more SE referrals from RSA than we have staff capacity to handle
- We get less SE referrals from RSA than we have staff capacity to handle
- The number of SE referrals we get from RSA is consistent with staff capacity

    (Circle One)
- Our success (rehab) rate for SE is comparable to other providers
- Our success (rehab) rate for SE is better than other providers
- Our success (rehab) rate for SE is worse than other providers

    (Circle One)
- Providing these services currently offers a reasonable return on investment
- Providing these services currently results in a "break-even" situation
- Providing these services currently results in a financial loss

    (Circle One)
- We would like to expand staff capacity for providing SE services
- We do not want to expand staff capacity for providing SE services
- We believe expanding staff capacity for SE services is a good idea, but we have concerns or barriers that prevent us from doing this at this time

2.   Is our organization currently able to provide Supported Employment services through a contract with DDA?

If yes, which of the following best describes our organization:

    (Circle One)
- Providing these services currently offers a reasonable return on investment
- Providing these services currently results in a "break-even" situation
- Providing these services currently results in a financial loss

(Circle One)
- We feel confident in our ability to provide these services effectively
- We are gaining confidence in our ability to provide these services effectively but still need to make more progress
- We currently do not feel confident in our ability to provide these services effectively

3. Does our organization currently have a contract with DDA to provide Day Habilitation Services?

If yes, which of the following best describes our organization:

(Circle One)
- Our current service model is largely or solely facility-based
- Our current service model is a balanced split between facility-based and community-based service provision
- Our current service model is largely or solely community-based

(Circle One)
- Providing these services currently offers a reasonable return on investment
- Providing these services currently results in a "break-even" situation
- Providing these services currently results in a financial loss

(Circle One)
- We feel confident in our ability to provide these services through a largely or exclusively community-based model
- We are gaining confidence in our ability to provide these services through a largely or exclusively community-based model but still need to make more progress
- We currently do not feel confident in our ability to provide these services in a largely or exclusively community-based model.

Comments:

4.	Does our organization currently have a contract with DDA to provide Prevocational Services?

If yes, which of the following best describes our organization:

(Circle One)
- Our current service model is largely or solely facility-based
- Our current service model is a balanced split between facility-based and community-based service provision
- Our current service model is largely or solely community-based

(Circle One)
- Providing these services currently offers a reasonable return on investment
- Providing these services currently results in a "break-even" situation
- Providing these services currently results in a financial loss

(Circle One)
- We feel confident in our ability to provide these services through a largely or exclusively community-based model
- We are gaining confidence in our ability to provide these services through a largely or exclusively community-based model but still need to make more progress
- We currently do not feel confident in our ability to provide these services in a largely or exclusively community-based model.

Comments:

Notes and Additional Information Related to this Self-Assessment Area:

Self- Assessment Area #6:

Service Design and Delivery

Self-Assessment Area #6: Service Design and Delivery

1. To what extent do our models for providing Day Habilitation and/or Prevocational Services include specific attention to how participation in these services will indirectly or directly contribute to each service participant's ability to obtain and keep integrated employment as an essential part of his/her lifestyle.

(Circle One)
- There are many links between what participants do in these services and the goals of getting and keeping an integrated job
- There are some links between what participants do in these services and the goals of getting and keeping an integrated job
- There are no observable links between what participants do in these services and the goals of getting and keeping an integrated job

2. To what extent do our current Day Habilitation Services offer the following opportunities to participants?

O = Often   S = Sometimes   R = Rarely   N = Never

	O	S	R	N
Volunteering				
Membership in Formal Community Club or Association				
Membership in Informal Community Group				
Participation and Involvement in Community Events				
Using Community Resources (e.g. Library, Community Centers) to Pursue Interests				
Outdoor Activities				
Using Public Outdoor Spaces				
Attending or Participating in Community Theater				
Participating in Self-Advocacy Group or Activities				
Recreation				
Religious Community or Activities				
Attending or Participating in Sports Events or Teams/Leagues				
Continuing Education Opportunities in the Community				
Adult Education Opportunities in the Community				
Political Activities or Events				

3.	To what extent do our current Prevocational Services offer the following opportunities to participants?

O = Often	S = Sometimes	R = Rarely	N = Never

	O	S	R	N
Volunteering				
Membership in Organizations that are related to Business/Employment				
Opportunities to Learn Soft Skills				
Business Tours				
Using Community Resources (e.g. Job Center) to Explore Employment/Career Interests				
Job Shadows				
Career Planning				
Opportunities to learn about and use Workplace Safety Skills				
Participating in Self-Advocacy Group or Activities				
Opportunities to learn about money, work incentives, budgeting				
Continuing Education Opportunities in the Community				
Adult Education Opportunities in the Community				
Mock Interviewing				

4.	To what extent is does our organization have knowledge and experience of community-based (facility-free) service delivery models for the service categories we offer (Day Habilitation and/or Prevocational Services).

	(Circle One)
- Yes, we already operate a community-based (facility-free) service or we have identified and visited/learned about community-based service delivery models being used in other organizations
- We have limited knowledge but no experience
- We have virtually no knowledge or experience at this time

5.   To what extent has our organization designed a community-based Day Habilitation service delivery model (including staffing plan) with capacity to serve multiple service recipients?

How many activities listed in #2 above plan to be offered through the model?

Are there any additional activities that we intend to offer?

6.   To what extent has our organization designed a community-based Prevocational service delivery model (including staffing plan) with capacity to serve multiple service recipients?

How many activities listed in #3 above plan to be offered through the model?

Are there any additional activities that we intend to offer?

Notes and Additional Information Related to this Self-Assessment Area:

Self- Assessment Area #7:

Business Plans and Operating Budgets

Self-Assessment Area #7: Business Plans and Operating Budgets

1.   To what extent has our organization developed a business plan and operating budget for the delivery of Supported Employment and Community-based Day Habilitation and/or Prevocational Services?

Supported Employment: (Circle One)
- We have a well-developed business plan and operating budget
- We have begun looking at this but have not completed the work
- We have not started working on this

Community-Based Day Habilitation: (Circle One)
- We have a well-developed business plan and operating budget
- We have begun looking at this but have not completed the work
- We have not started working on this

Community-Based Prevocational Services: (Circle One)
- We have a well-developed business plan and operating budget
- We have begun looking at this but have not completed the work
- We have not started working on this

2.

Notes and Additional Information Related to this Self-Assessment Area:

Self- Assessment Area #8:

Policy and Procedure for In-Take of New Referrals

Self-Assessment Area #8: Policy and Procedure for In-Take of New Referrals

1.   When we meet with a new referral, does the process currently involve:

- Discussing our organization's commitment to helping every adult served to have the opportunity to work in the community and promoting integrated/supported employment as a positive option?

  [   ]   Yes, always
  [   ]   No, never
  [   ]   Sometimes but it's not consistently discussed

- Discussing and explaining what "integrated/supported employment" means and the supports our organization can provide to assist an individual to become involved in integrated/supported employment?

  [   ]   Yes, always
  [   ]   No, never
  [   ]   Sometimes but it's not consistently discussed

- Sharing some success stories of individuals supported by our organization (or by DDA, if our organization does not yet provide integrated/supported employment services) who are working in integrated/supported employment

  [   ]   Yes, always
  [   ]   No, never
  [   ]   Sometimes but it's not consistently discussed

2.   If we do, or start doing, what is described in #1 above, and an individual referred for Day Habilitation or Prevocational Services expresses interest in pursuing integrated/supported employment, what goals and activities would we want to ideally include in the Individual Service Plan?

Goals or Activities   Do we currently have capacity to address
                                                                          these goals and provide these activities?

Notes and Additional Information Related to this Self-Assessment Area:

Self- Assessment Area #9:

Individual Service Planning Process

Self-Assessment Area #9: Individual Service Planning Process

1.   When we do service planning with current Day Habilitation and/or Prevocational Service recipients, do we encourage transition to at least part-time integrated employment by:

- Discussing (or reminding) individuals (and families/guardians) of our organization's commitment to helping every adult served to have the opportunity to work in the community and promoting integrated/supported employment as a positive option?

    [   ]   Yes, always
    [   ]   No, never
    [   ]   Sometimes but it's not consistently discussed

- If necessary, discussing and explaining what "integrated/supported employment" means and the supports our organization can provide to assist an individual to become involved in integrated/supported employment?

    [   ]   Yes, always
    [   ]   No, never
    [   ]   Sometimes but it's not consistently discussed

- If helpful, sharing some success stories of individuals supported by our organization (or by DDA, if our organization does not yet provide integrated/supported employment services) who are working in integrated/supported employment

    [   ]   Yes, always
    [   ]   No, never
    [   ]   Sometimes but it's not consistently discussed

2.   How does our template for writing Individual Service Plans for Day Habilitation reflect the need to address integrated/supported employment?

    [   ]   This is prominent part of the ISP template
    [   ]   This is only addressed in ISP if individual brings it up
    [   ]   Template for ISP does not address this at all

Comments:

3.   How does our template for writing Individual Service Plans for Prevocational Services reflect the need to address integrated/supported employment?

    [   ]   This is prominent part of the ISP template
    [   ]   This is only addressed in ISP if individual brings it up
    [   ]   Template for ISP does not address this at all

Comments:

4.   DDA now expects that our organization should be assisting everyone we serve in Day Habilitation and/or Prevocational Services to:

- Actively consider integrated/supported employment; and

- Have the information and experiences necessary to make an informed choice about whether, when and how to pursue integrated/supported employment

Given this, what approaches would we want/need to include in the provision of Day Habilitation and Prevocational Services?

    [   ]   Information on integrated/supported employment available in multiple formats
    [   ]   Regular opportunities to discuss integrated/supported employment
    [   ]   Career planning activities, including small-group or individual Discovery activities
    [   ]   Business tours, job shadows
    [   ]   Opportunities to hear from and talk with individuals currently working in SE
    [   ]   Shadows of existing supported employees
    [   ]   Information and assistance with addressing specific objections, concerns or hesitations that an individual or family/guardian may have

To what extent are we currently prepared and equipped to offer these things to Day Habilitation and Prevocational Service participants?

Notes and Additional Information Related to this Self-Assessment Area:

Self- Assessment Area #10:

Community Image and Branding

Self-Assessment Area #10: Community Image and Branding

1.   To what extent does the name and tagline of our organization reflect:

- The intent to support people with disabilities as fully participating and involved members of the community?

- The intent to be a resource to local businesses in connecting them with job seekers with disabilities and supporting individuals with disabilities who are hired by local businesses?

2.   To what extent does the mission of our organization reflect:

- The intent to support people with disabilities as fully participating and involved members of the community?

- The intent to be a resource to local businesses in connecting them with job seekers with disabilities and supporting individuals with disabilities who are hired by local businesses?

3.   How is our organization currently perceived by the following stakeholder groups?
- What are we known for?
- What do others see as our primary focus?
- Why are we considered to be a valuable community asset?

(a) Community Leaders
(b) Community Businesses
(c) Families and Guardians of People We Support
(d) Members of the General Public
(e) Members of our Board of Directors
(f) The People We Support
(g) Key Donors and Foundations (Those who are currently supporting our organization or who would be good candidates to support our organization in the future.)

4.   To what extent do our current marketing strategies convey that enabling all working-age customers/consumers/service recipients to find and keep integrated employment is a high priority in our organization?   Consider both images and text used.

- Marketing Literature

- Website

- Advertising Copy

- Public Service Announcements

- Displays and Packaged Presentations

- Other Marketing Strategies

Notes and Additional Information Related to this Self-Assessment Area:

Self- Assessment Area #11:

Data Collection and Goal Setting

Self-Assessment Area #11:   Data Collection and Goal Setting

1.   To what extent do we currently track, and share with all staff, data on the number of service recipients we support in integrated/supported employment?

Do we track and share with all staff:

[   ]   Number supported in integrated/supported employment
[   ]   Total hours worked by those in integrated/supported employment
[   ]   Total wages earned by those in integrated/supported employment

Other data we track and share with all staff:

2.   Do we currently set targets for increasing the number of individuals we support in integrated/supported employment? If yes, what is the current target?

3.   Do we currently set targets for increasing the number of individuals we support in Day Habilitation services who are pursuing or also participating in integrated/supported employment?   If yes, what is the current target?

4.   Do we currently set targets for increasing the number of individuals we support in Prevocational Services who are pursuing or also participating in integrated/supported employment? If yes, what is the current target?

Notes and Additional Information Related to this Self-Assessment Area: