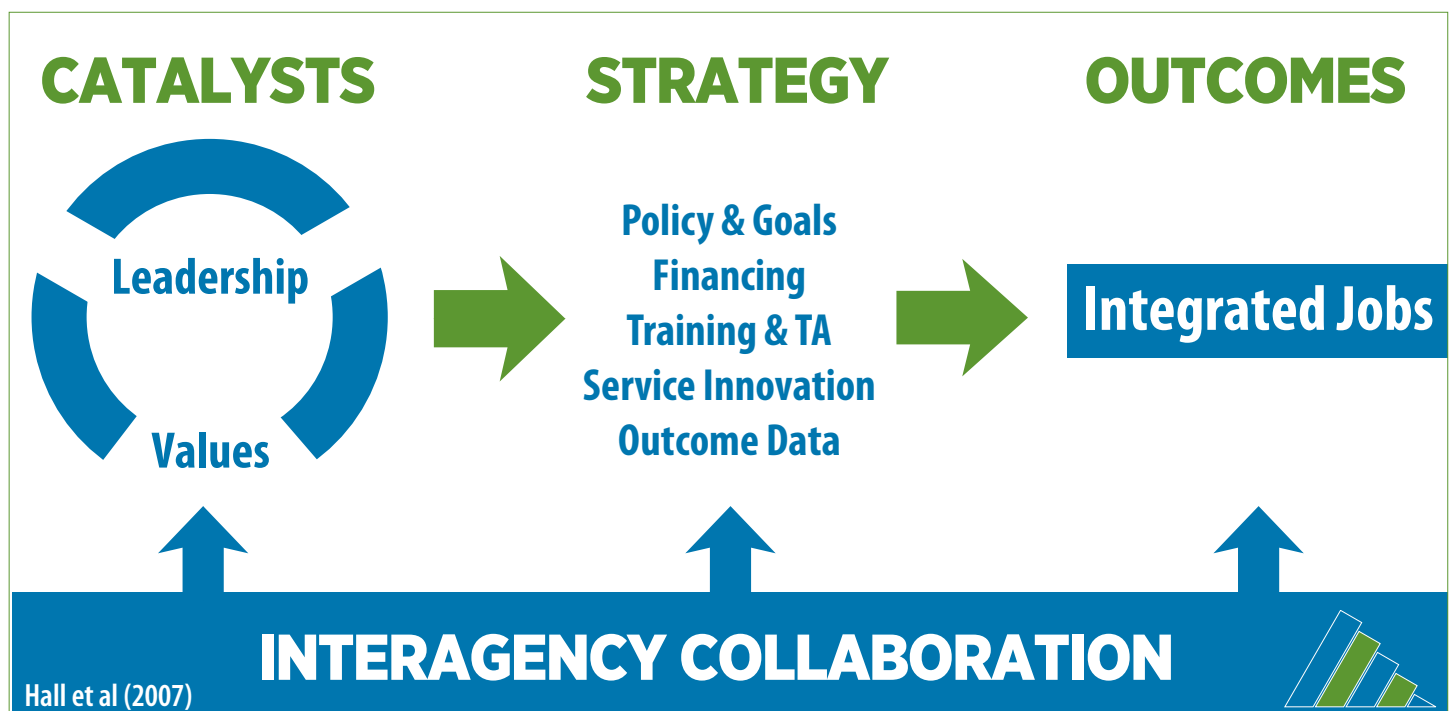# State Employment Leadership Network

The Employment Framework

Member states enlist the support of a wide variety of key informants to participate in discussions and workgroups to determine a state's course of action. A direct member benefit is access to guidance that can lead states to a better understanding of priorities while setting that course. The Framework for Employment, developed through extensive experience and research conducted within states, is used to guide the SELN's strategy for system improvements. The elements represent practices and outcomes known to be effective at enabling states to develop and sustain highperforming integrated employment systems.

Elements of a High-Performing Employment System

This graphic demonstrates the factors that, when working together, can lead to better integrated employment outcomes. It is the dynamic interplay of all the elements that can lead to long-term systems change.

CATALYSTS

Leadership

Values

STRATEGY

Policy & Goals
Financing
Training & TA
Service Innovation
Outcome Data

OUTCOMES

Integrated Jobs

INTERAGENCY COLLABORATION

Hall et al (2007)

Leadership.

Clear and unambiguous commitment to employment in individual community jobs, from top leadership through all levels in the system. Local and state-level administrators are identifiable as champions for employment.

Strategic Goals and Operating Policies.

Employment is identified as the preferred outcome in state developmental disabilities policy, and is supported by program goals and operating practices that are clearly designed to achieve that objective.

Financing and Contracting Methods.

The outcome of employment in integrated community jobs is emphasized and supported through the state's resource allocation formulas, reimbursement methods, and rate-setting practices.

Training and Technical Assistance.

Investment in the development and maintenance of a strong, competent workforce. Skill-building emphasizes an expectation for employment across job coaches and developers, supervisors, key employment staff, case managers, job seekers including young adults who are still in school, and families.

Interagency Collaboration and Partnership.

Building relationships with advocates, families, businesses, civic groups, key state and local agency partners (vocational rehabilitation, education, mental health, state Medicaid agency) and removing barriers to employment supports.

Services and Service Innovation.

Service definitions and support strategies are structured and aligned to facilitate the delivery of employment supports to all individuals with developmental disabilities regardless of the intensity of their needs. Non-work supports encourage individuals to become involved in typical adult life activities, building employment skills, such as community service and volunteering opportunities.

Performance Measurement and Data Management.

Comprehensive data systems are used to measure progress, benchmark performance, and document outcomes. Information is gathered on key indicators across employment and other related systems and is used to evaluate and track results, inform policy, and improve provider contracts and service agreements. Data are shared with other state agencies to report results and improve quality.