



VOCATIONAL REHABILITATION



JOB PLACEMENT SERVICES CONTRACT TECHNICAL ASSISTANCE GUIDE 2015- 2020

Table of Contents

Technical Assistance Guide Overview.....	5
Authority	6
Oregon Direction.....	7
Procedures	8
Pre-Job Placement Model:.....	8
Figure #1 Pre-Job Placement Flowchart	9
VR Job Placement Model:	12
Self-Placement	12
Track 1: Standard Placement	12
Track 2: Supported/Customized Placement	13
Track 3: Intensive Supported/Customized Placement.....	13
Figure 2: Job Placement Model.....	15
Intensive Support/Customized Track 3 – Approval Process:	16
Service Descriptions.....	17
Job Placement Referral	17
Job Placement Strategies and Meeting	18
Job Placement Strategy Review & Reports.....	20
Job Placement	21
Job Retention	23
Direct Job Placement:	23
Figure #3: Direct Placement Flow Chart	25
Additional Services.....	26
1) Career Exploration	26
2) Community Based Work Assessment (CBWA).....	26
3) Targeted Vocational Assessment (TVA)	28
4) Trial Work Experience (TWE)	30
5) Portfolio	30

6) Direct Placement.....	31
7) Job Coaching	31
8) On The Job Training (OJT) Set Up.....	32
Additional Service Payments Structure:	34
APPENDICES:	36
APPENDIX A: Standardized Forms:.....	37
APPENDIX B: Definitions (Per Contract Language)	38
Individualized Plan for Employment (IPE).....	38
Informed Choice.....	38
Job Development	38
Job Placement	40
Job Placement Strategy Report.....	40
Job Retention	40
Job Stability	40
Participant.....	40
Self-placement	40
Service Need Assessment Profile (SNAP).....	41
Supports Intensity Scale (SIS).....	41
Temporary or Seasonal Employment.....	41
Vocational Rehabilitation (VR)	41
APPENDIX C: Job Placement Track Guidance Tool.....	42
APPENDIX D: Supported Employment	49
APPENDIX E: Placement Scenarios	53
APPENDIX F: Self-Assessment for Participants – “Are You Ready To Work?”	55
APPENDIX G: Minimum qualifications for job developers and job coaches.....	56
Job Placement Contractors (Job Development)	56
Job Coaching	57
Additional Requirements	59

Technical Assistance Guide Overview

Welcome to the new and improved job development process. This manual is designed to serve as reference material and as a guide for the execution of the 2015-2020 Job Placement Contract. This guide focuses on the key components of job placement including:

Definitions of service categories and guidance for their use;

Process maps, flow charts and matrices for job placement processes which will aid in the implementation of this contract;

A job development process specifically designed to serve participants who will benefit from a supported or customized employment approach; and

An amended pay structure and the requirements associated with this new structure.

Authority

Work Innovation and Opportunities Act; proposed regulations: <http://www.doleta.gov/wioa>

Oregon Administrative Rules for Vocational Rehabilitation Services: Section C, Chapter 582, Division 10 State Standards for Providers of Community Rehabilitation Services.

http://arcweb.sos.state.or.us/pages/rules/oars_500/oar_582/582_001.html

Executive Order 15-01.

http://arcweb.sos.state.or.us/pages/rules/oars_500/oar_582/582_001.html

VR-PT-15-01; Supported Employment Policy 3.14,

<http://www.oregon.gov/dhs/employment/VR/Pages/Policies-Rules.aspx>

Oregon Direction

Since 2010, Oregon has been utilizing an "Enhancing Employment Outcomes" model that incorporates a hands-on method of training for new and existing job developers designed to practice approaching employers, assessing business needs, job carving techniques, and effective ways to market participants by accentuating their skills and abilities to perform job tasks. The new contract continues this direction while making modifications and adding features to encourage expansion of vendors while hopefully improving the job placement experience for participants, vendors, and staff.

One of the biggest changes under this new contract is that VR, as an agency, is providing increased funding in early milestone payments to job developers to share in the expense of the job search as well as allocate a rapid placement fee to incentivize job placements. VR hopes to increase the pool of new job developers statewide by offering these modified payments. Additionally new minimum qualifications (MQs) for job developers and job coaches will allow new vendors easier access to becoming providers and give one year to take trainings and demonstrate competency.

Oregon has also been experiencing increased number of participants who are benefiting from supported employment strategies. The new job development process has been re-designed to best serve participants who require long-term supports in concert with other agencies. The Governor's Executive Orders (13-4 and 15-1) speak to the collaborative process in serving participants with IDD in conjunction with County Developmental Disability Programs (CDDPs), Brokerages, and the Department of Education. Similarly, county mental health programs practicing the evidence-based Individual Placement and Supports (IPS) model have also expanded from the original 5 counties to over 28 counties across the state providing supported employment. And, the Brain Injury Association of Oregon has partnered with VRCs to expand supported employment for persons with traumatic brain injury.

Oregon will be one of the first states in the nation to implement a three track approach to job development services to increase the funding to job developers utilizing their advanced professional skills for job carving and created positions for participants requiring "intensive supported/customized placement".

Additionally, the new contract provides clearer delineation of the role and responsibilities of the counselor and support staff prior to job development and those of the job developer and job coach once the participant, counselor, and job developer have mutually agreed to job development or coaching services.

For electronic access visit the VR Website:

<http://www.oregon.gov/dhs/employment/VR/Pages/Index.aspx>

Procedures

Pre-Job Placement Model:

Let's start with the pre-job development phase which begins with the participant at intake and provides an overview of the decision-points leading up to the consideration of hiring a job developer.

Go to next page to refer to the Pre-Job Placement Process Flow Chart

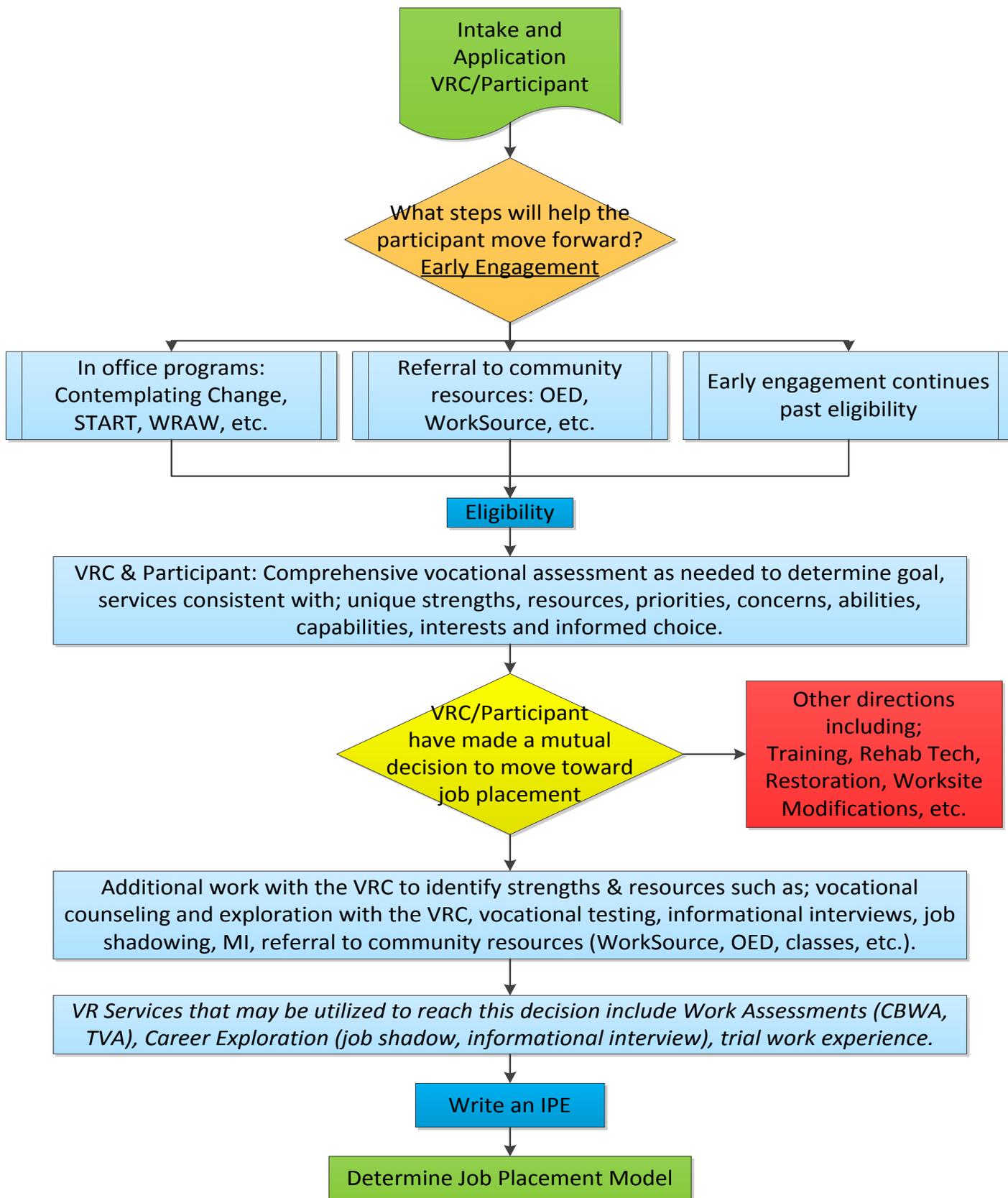


Figure #1 Pre-Job Placement Flowchart

This process focuses upon early engagement with participants since WIOA established the time frame of eligibility to plan within 90 days.

Key Question: *What can the VRC have the participant do to begin engaging in the VR process for identification of their unique strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice?*

Depending upon the participant's readiness to identify an appropriate vocational goal, some recommended activities for obtaining valuable participant input while completing the comprehensive assessment are as follows:

- Career Information System (CIS) or World of Work Inventory (WOWI) vocational interest assessments;
- identification of transferable skills;
- information gathering from family members or those close to the participant (e.g., person-centered planning and ODDS discovery profile);
- reading about different jobs on O'NET or computer research;
- pre-employment workshops in the local community such as offered by Independent Living Centers, job clubs, WorkSource Oregon, MET classes for participants contemplating change, other disability related programs or peer run activities;
- labor market exploration in the local community or done on online;
- informational interviews;
- job shadows;
- outline of prior work experiences to begin a resume; and
- mock interview preparation.

While in eligibility or presumed eligibility, the VRC and participant mutually complete a comprehensive assessment to identify the vocational goal. Please note: even if the participant expresses the desire to be self-employed during an intake or initial counseling session, the

vocational goal is the first priority and must be identified as the target before moving toward a feasibility study. With the comprehensive assessment information identified, the VRC begins putting together the employment plan.

VR Services which may be utilized to determine whether the participant is prepared for and in need of a job placement referral include: Community-Based Work Assessments, Targeted Vocational Assessment, Trial Work Evaluation, or further career exploration. These services are described in the additional services section of this technical assistance guide book.

The VRC and participant will determine when and if job development is necessary, especially when participants need additional skills training, rehab technology, restoration, and ergonomic worksite modifications addressing disability barriers preventing career advancement.

VR Job Placement Model:

The VRC utilizes Comprehensive Vocational Assessment outcomes and other necessary services to determine if the participant requires job placement services and the best track to use to obtain successful employment. The VRC will select one of the job placement categories [self-placement, Track 1 – standard, Track 2 – supported/customized, or Track 3 – intensive supported/customized] according to the intensity of services to be rendered.

For those of you who are familiar with the 2012-2015 job placement model, Tracks 1 & 2 remain the same. A third track has been added to financially compensate job developers for their advanced professional skills and the number of hours necessary to carve out a unique job position for participants who require these intensified services. It is anticipated that most of our participants will be placed in Tracks 1 and 2, and a smaller number of participants will be identified as Track 3 – intensive supported/customized employment.

An explanation of each category utilized for job placement is as follows:

Self-Placement – Describes the participant with motivation who can gain access to the labor market and will have credibility with employers. Occurs when a Participant uncovers a job lead, interviews and obtains employment on their own without assistance from a Job Placement specialist. Self-Placement may occur simultaneously with Job Development. [Self-Placement strategies are recommended when a participant is able to assist in their own job search, i.e. job club, self-directed learning, and/or employment counseling.]

Track 1: Standard Placement – Describes the participant who has the ability and motivation necessary to do the job but has employment barriers that impact their access to available jobs in the market or their ability to maintain credibility with employers or both, which may prevent the employer from recognizing them as viable candidates. Due to these barriers, participants in Track 1 will require third party assistance, but will not require long term

supports. [A priority-needs strategy is recommended, i.e. immediate and long-term needs can be addressed through the hire.]

Track 2: Supported/Customized Placement – Describes the participant who has motivation but lacks the skills and ability levels that enable them to be competitive. They may have lower productivity levels that would otherwise be considered competitive due to long-term disability related barriers and generally struggle with multi-tasking. These participants require continued long-term supports once they begin the job. Participants in Track 2 require more flexible strategies, such as, working with employers to facilitate placement, customizing a job description based on existing or unidentified employer needs, developing a set of job duties, modifying work schedule and arranging for provision of job supports. [A minimum-needs strategy is recommended, i.e. working with the employer to help identify their minimum hiring needs and/or need to restructure a job or carve a job.]

Track 3: Intensive Supported/Customized Placement – Describes the participant who has motivation but requires intensified VR services. This track is intended for the small number of supported employment consumers who exhibit the most significantly challenging functional limitations. This category of job placement recognizes that a job developer will utilize advanced professional skills and job carving techniques to locate an employer willing to create opportunities and a job position uniquely suited to the participant’s interests, strengths, and capabilities. To validate the functional limitations necessary to qualify for the Track 3 customized/intensive service milestone payments, see the acceptable forms of documentation listed under the “Intensive Support/Customized Track 3 – Approval Process” on page 15 and the functional limitations matrix in Appendix C corresponding to this track. [A job carving or job creation strategy is recommended where a job developer presents a proposal to an employer which addresses an unmet business need. The job developer has highly refined skills to perform an employer needs assessment then create a proposal to resolve either an

employer's self-identified or unidentified problem creating an opportunity to establish a job position for the participant.]

Figure #2 visually describes the Job Placement model and the associated pay structures for job developers.

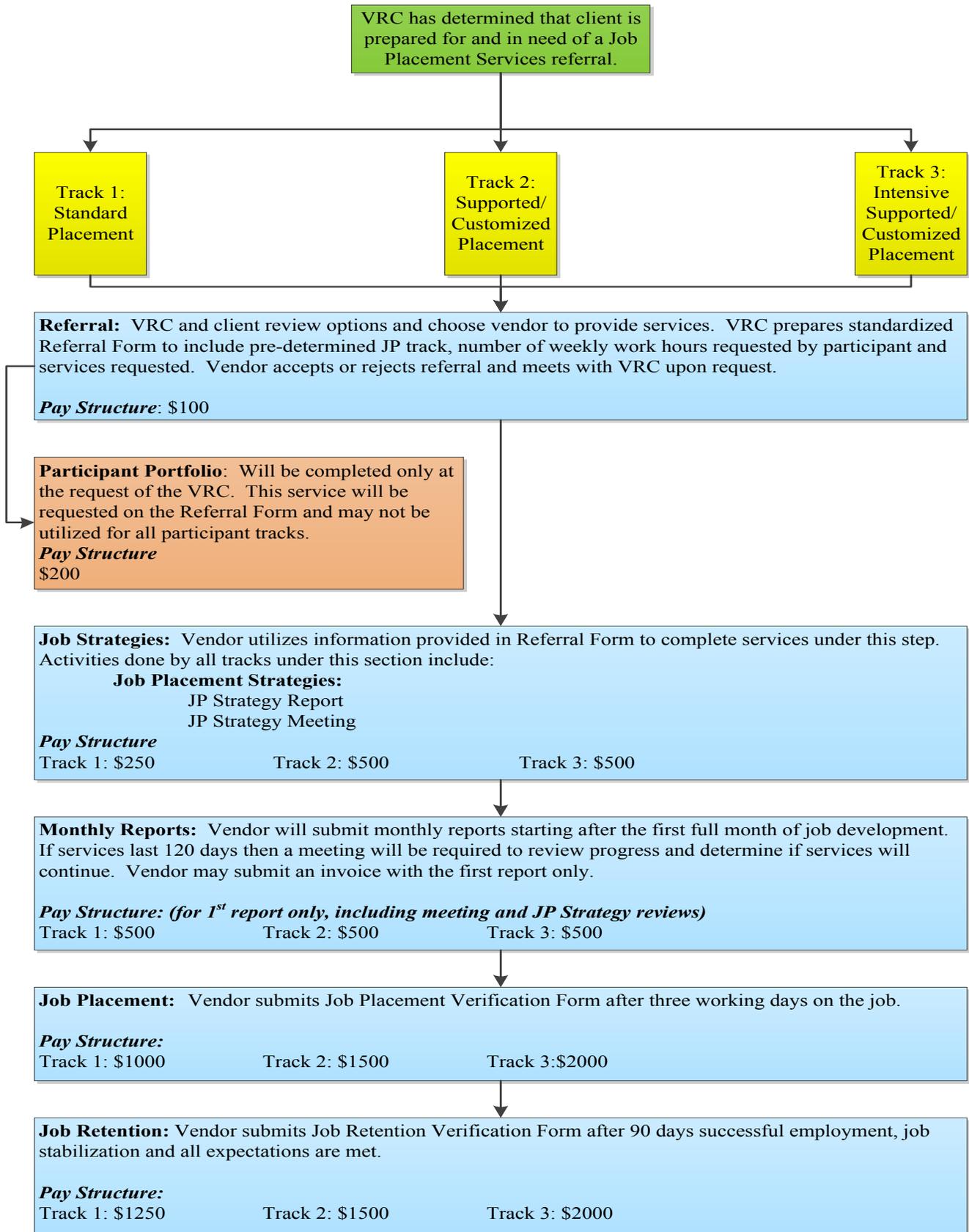


Figure 2: Job Placement Model

Intensive Support/Customized Track 3 – Approval Process:

To validate the functional limitations necessary to qualify for the Track 3 customized/intensive service milestone payments, the following are acceptable forms of documentation:

- Support Intensity Scale (SIS) at tier 6 or 7 level
- Adult Needs Assessment (ANA) showing 2:1 personal support needs are necessary in the community
- Support Needs Assessment Profile (SNAP) corresponding to functional limitations for a Track 3 category on the Functional Limitations Matrix (see Appendix C)
- Similar assessments from residential treatment facilities, e.g. SACU (Stabilization and Crisis Unit), or PSRB (Psychiatric Security Review Board), etc.
- Addictions Mental Health (AMH) or other medical sources demonstrating functional limitations for a Track 3 category on the Functional Limitations Matrix (See Appendix C)

A copy of the Support Intensity Scale (SIS) memo issued by Oregon Developmental Disabilities Services (ODDS) in the VR file will also serve as documentation sufficient to authorize this track of Job Placement Services.

VR Branch Manager signature approval is required for all Track 3 referrals that do not have a copy of the Support Intensity Scale (SIS) memo verifying a tier 6 or 7 and placed in the file.

- If Branch Manager agrees that a participant's case fits the defined criteria (see above approval process definition) for the Track 3 Job Placement then a case note will be completed documenting the reasoning behind the decision and Branch Manager will sign the Job Placement Referral form prior to delivery to the contractor; or
- If Branch Manager does not agree that a participant's case meets the criteria (outlined in the approval process definition above) for Track 3 Job Placement then

Branch Manager will case note reasoning supporting the decision. VRC will have the choice of referring for Track 1 or 2 as appropriate for the participant's need.

Unique circumstances outside the criteria outlined within the Approval Process will be submitted to the VR Field Services Manager, following Branch Manager review.

- If the VR Field Services Manager or Director approves the Track 3 referral then a case note describing the reasoning supporting the decision will be added to the case file and signature provided on the Job Placement Referral form prior to delivery to the job developer; or
- If the VR Field Services Manager or Director does not approve the Track 3 referral a case note describing the reasoning supporting the decision will be added to the case file. The VRC will then have the option to choose Track 1 or 2 for the referral, or choose to utilize different services.

Please see the matrix tool provided in Appendix C to assist VR staff with guidance as to the correlation between an individual's functional limitations and each track category of the Job Placement model.

Service Descriptions

Job Placement Referral

VRC and participant will review the list of available contractors and discuss the best option to meet the participant's needs.

VRC will complete Job Placement Referral Form to include relevant information about the participant, vocational goal, and number of work hours per week desired by the participant, disability barriers, pre-determined Job Placement Track, and required services available

through the job placement contract. Track 3 referrals must be staffed and signed by the Branch Manager or Field Services Manager.

VRC will send the Referral Form and AFP to the chosen job developer via email or fax. A session will be scheduled for the job developer to meet with the participant and VRC to discuss the referral and share information such as, assessment results, disability information, vocational goals and interests, family support availability, transportation concerns, and any other pertinent information that will assist the job developer to complete the job placement services.

The job developer signs the referral form and returns to VRC, along with an invoice, within 10 business days of receipt of the referral form or within 10 days of the referral meeting.

The job developer may decline the offer to contract for the job placement services after reviewing the referral form and/or meeting with the participant. In this situation, the job developer receives payment by signing the referral form and returning the form to the VRC within 10 business days of the receipt of the Referral Form or within 10 business days after the completion of the referral meeting. The specific reason for not accepting the referral is written on the form.

Payment Structure: \$100

Job Placement Strategies and Meeting

During this step, the job developer will be expected to conduct activities to complete a comprehensive and individualized Job Placement Strategies Report to outline strategies and methods to be used to achieve successful job placement. The job developer will be expected to utilize all information provided by the VRC on the Referral form. They will also conduct meetings with the participant to discuss in detail the strengths, resources, priorities, concerns, abilities, legal issues, transportation needs, and interests as related to the IPE vocational goal

as listed on the Referral form, as well as, functional limitations and how these impact return to work. Additional activities necessary to complete the Job Placement Strategies Report may include, but are not limited to, field trips and job shadows with the participants in the community to understand and observe the characteristics which peak the participant's interests, any behaviors which may result in barriers to employment, and the participant's general job seeking abilities.

Job Placement Strategy Report: **This report is due within 45 days of the job developer's acceptance of the Referral form.** The Job Placement Strategy Report will be completed on a standardized form supplied by VR, be individualized and comprehensive. It will include information as to methods that will be used for employer contact and engagement, how disabilities on the job will be addressed, how the participant will be presented to employers, transportation plan, and the details of conditions necessary for success on the job. The Job Placement Strategy Report will be submitted to the VRC prior to the Job Placement Strategy meeting.

Job Placement Strategy Meeting: VRC, job developer, and participant will meet to review the Job Placement Strategy Report, discuss the specific strategies outlined, and determine whether the report information matches what was requested in the Referral form and the required outcomes of the service.

The Job Placement Strategies Report is accepted when the VRC or Branch Manager, job developer, and participant agree on outlined strategies and services and the report is signed by all parties. The job developer may submit an invoice upon acceptance of this report.

The VRC or Branch Manager will reject the Job Placement Strategies Report when outlined strategies do not match the referral criteria and are deemed insufficient to meet the unique needs of the participant. If the Job Placement Strategies Report is rejected the VRC may give the job developer an opportunity to revise the report to meet the acceptance criteria of the VRC. The job developer may not invoice until the report has been accepted.

If the participant's vocational goal changes during the course of job development activities and the VRC and participant agree that the new vocational goal is acceptable, the job developer will be responsible for updating the Job Placement Strategy Report to reflect the goal change and new or additional strategies that will be used to obtain and retain a successful placement. There will be no additional fee for modifications to Job Placement Strategy Report.

If the participant self-places into a job within the first 45 days after the referral acceptance, the Job Placement Strategy Report shall be completed to document the work completed thus far by the job developer and to identify the selected employer. The job developer will submit the Job Placement Strategy Report and invoice for payment. No job placement payment is necessary. VRC will determine the need for continuation of Job Placement services with a focus upon retention.

Pay Structure: Track 1 = \$250; Track 2 = \$500; Track 3 = \$500.

Job Placement Strategy Review & Reports

The job developer shall submit monthly reports after the first full month of job development. The monthly report is due no later than the 15th day of the following month. Expectations are as follows:

- The job developer shall use standardized form(s) provided by VR.
- Only the first monthly report will generate a payment.
- The job developer must submit invoice along with first monthly report.

If placement is achieved within the first full month of job development, the job developer shall submit the monthly report along with the Job Placement Verification form to receive payment for this step.

If job development lasts 120 days then VRC, job developer, and participant will meet to discuss and determine whether services should continue or what changes need to be made to reach a successful employment outcome. If participant is not fully involved in their own job development efforts or increased medical complications occur, participant should be referred back to the VRC. An updated Job Placement Strategy Report will be required if services continue. There will be no additional payment for Job Placement Strategy Report updates.

Please note: A “working interview” (where the participant is placed onto a job site to assess their accommodation and support needs with the intent of building a relationship between the participant and employer to encourage the employer to offer a permanent job) is considered to be a job placement strategy. Likewise, community based assessments developed after referral and set up to work toward an employment offer are also considered placement strategies; thus, incorporated within the placement payment.

Payment Structure: \$500 after first full month of completing job search to implement strategies. The job developer may submit an invoice with the first report only. No other monthly report payments are to be made by VR office. This is to provide some upfront funds to defray the cost of job search including transportation.

Job Placement

The job developer places the participant into an employment situation that meets the following expectations:

- Employment is in a competitive, integrated employment setting as defined by VR.
- Employment meets participant’s vocational goal as outlined on the Referral form and JP Strategy Report, and VRC and participant agree with the employment site. If employment does not meet the stated vocational goal, but is acceptable and

deemed a good fit by VRC and participant, then job developer may update the Job Placement Strategy Report to reflect the new vocational goal.

- Job developer submits a Job Placement Verification form and invoice to the VRC. Participant must be on the job for three work days prior to submitting the verification form and requesting payment for initial placement.
- **If a second placement occurs, the participant must be on the job for 30 working days prior to submitting verification form and requesting payment. There will be no placement payment beyond the second placement. Updated Job Placement Strategy Reports will be required for each subsequent placement.**
- Job developer will not place participant within their company or a subsidiary business substantially owned or controlled by their parent company. Company is defined as a singular business structure falling under one Federal Employer Identification Number, regardless of subsidizing businesses or “Doing Business As” designations. Exceptions may be reviewed and granted following VR Administration approval process.

VRC accepts placement when participant, VRC, and job developer agree that the placement meets the vocational goal or revised vocational goal, is appropriate, and signs the Placement Verification form. Job developer submits invoice for payment.

If placement does not meet the above criteria or placement fails for any other reason, the VRC will evaluate reasons for failed placement and may allow job developer to attempt an additional placement or choose to end Job Placement services.

Payment Structure: Track 1 = \$1000 Track 2 = \$1500 Track 3 = \$2000

Job Retention

The job developer shall submit a Retention Verification form and invoice to the VRC if the following expectations have been met:

- VRC, participant, job developer, and employer agree that 90 days of successful employment and Job Stabilization has been achieved.
- Necessary long-term supports have been established for Tracks 2 & 3.
- Job matches vocational plan goal and work hours requested on the Referral form.

VRC accepts retention and also signs Retention Verification Form and pays the invoice if the conditions above have been met. VRC rejects job developer invoice if all elements of successful retention have not been met. VRC is to discuss this with the branch manager prior to informing the job developer of the reason for the rejection of the invoice for payment.

Payment Structure: Track 1 = \$1250 Track 2 = \$1500 Track 3 = \$2000

Direct Job Placement: Is the immediate placement of the participant into competitive, integrated employment that aligns with the participant's job goal and number of work hours requested, at any point prior to referral for Job Placement services.

If VRC is initiating the service with the job developer, the VRC will submit a Direct Placement Referral Form to the job developer. For Example: VRC wishes to hire job developer who brings in a job lead which matches the participant's vocational goal and number of desired hours for a rapid placement.

A Direct Placement Referral Form is not required if the job developer or IPS Employment Specialist is initiating the service with the VRC.

Regardless of the party initiating the referral, the VRC, participant, and job developer must agree that the job is a match for the participant's needs, job choice, and number of work hours being requested.

- Job developer or IPS Employment Specialist must submit a Direct Job Placement Strategy Report (at no cost) to identify the location of the permanent hire and the strategies which will be used to successfully retain employment as the next steps.
- Direct Placement fee will be paid after 30 days of successful employment.
- Retention fee will be paid when VRC, participant, job developer, and employer agree that 90 days of successful employment and Job Stabilization has been achieved and the necessary long-term supports have been established for Tracks 2 & 3. Retention fee will be paid upon delivery of the Direct Placement Retention Form and invoice by the job developer.

If employment ends prior to 30 days then no Direct Placement or retention fee is paid. VRC will decide next steps in the VR process, such as, further assessments, training, or referral for formalized job placement services (see Figure 2).

If employment ends between 30 and 90 days, then job developer may invoice for placement fee, however no retention payment will be made. VRC will decide next steps in the VR process, such as, further assessments, training, or referral for formalized job placement services (see Figure 2). If job developer receives a referral for formalized Job Placement services to continue working with a participant, a second placement fee is allowed. There will be no further placement fees beyond the second placement.

If participant is already employed at the time of referral for services, then job developer will complete the Direct Placement Strategy Report and Direct Placement Retention form and only the retention payment will be made.

Payment Structure: Placement Fee Applicable to All Tracks = \$2,000

Retention Fee Applicable to All Tracks = \$1,500

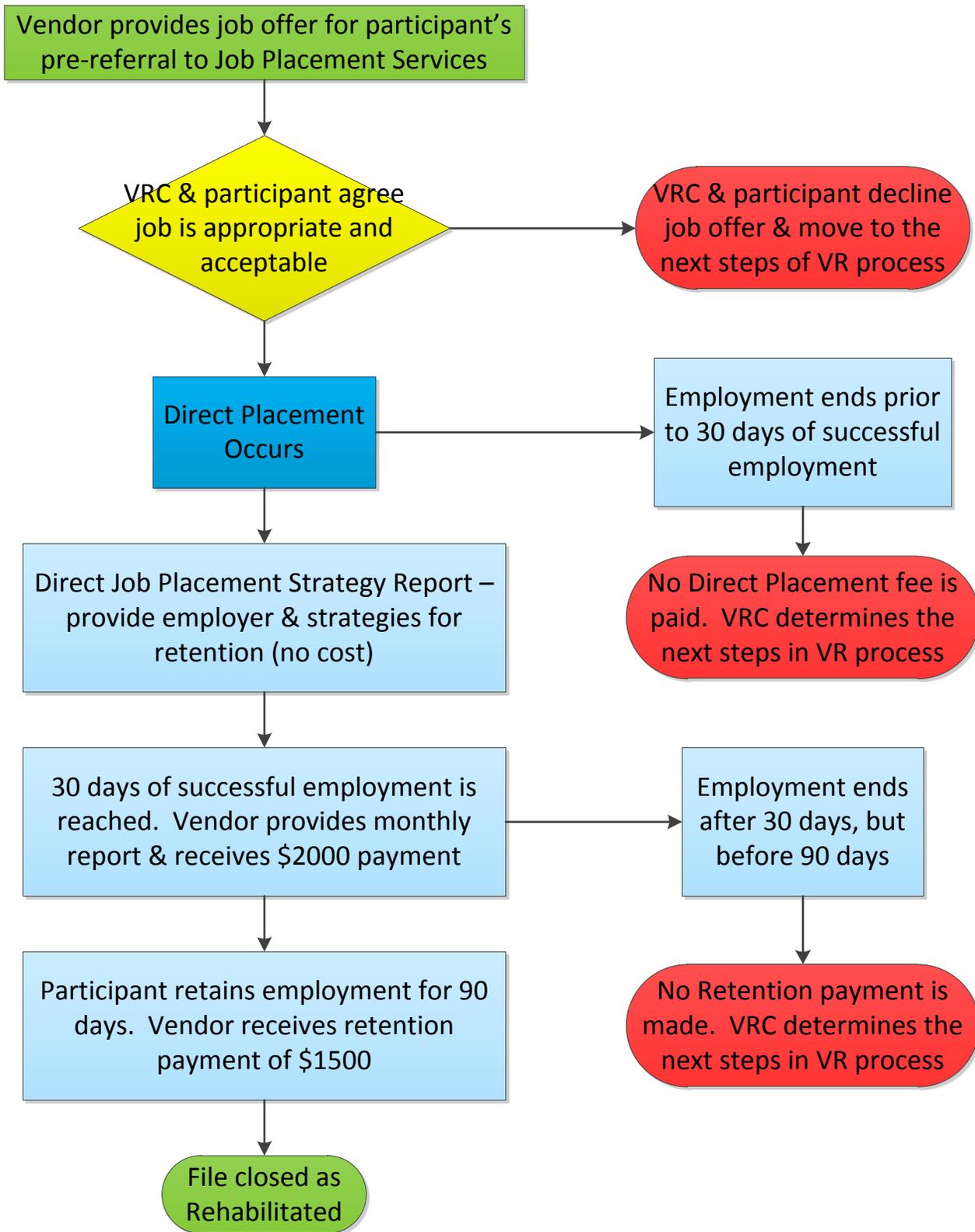


Figure #3: Direct Placement Flow Chart

Additional Services

The following additional services are available with prior written approval from the VRC and will be paid at rates identified in Table 2.

- 1) Career Exploration:** Encompasses a wide variety of activities to help participants identify areas of vocational interest along with associated strengths and concerns. Activities include job shadows, informational interviews, labor market surveys, vocational testing and other job related experiences.
 - Career Exploration services may be utilized, at the request of the VRC, at any time after the participant has been found eligible for VR services.
 - On-the-job Career Exploration services will occur only at integrated employment sites and be developed to match the participant’s vocational interests.
 - Job developers hired to provide Career Exploration services will not provide Career Exploration services at any business they own or operate.
 - Career Exploration services provided prior to referral to Job Placement, at the request of the VRC, will use an hourly rate negotiated between the job developer and VRC based upon fair market value of service(s).
 - Job developer will be required to submit a comprehensive report of their own design to the VRC after completion of each Career Exploration activity.
 - Career Exploration services provided during Job Placement services will be considered a strategy of Job Placement services and no additional fee will be paid and no additional report will be required.

- 2) Community Based Work Assessment (CBWA)** is utilized to address employment related questions that cannot be answered through the VRC’s comprehensive vocational

assessment, eligibility documentation, employment team meetings, or any other means. These assessments are not expected to be tied to a specific vocational goal.

- CBWA will only be provided by job developer at the request of the VRC upon receipt of a CBWA Referral form. **CBWA will not be provided to participants that have completed Discovery through the ODDS program. Exceptions may be made for extraordinary circumstances based on VRC recommendation and Branch Manager approval.**
- Job developer will meet with the VRC and participant to discuss the required outcome of the CBWA, determine what information will be obtained through the CBWA and identify the participant's interests and vocational needs to ensure an appropriate CBWA site is chosen by the job developer.
- Utilizing information obtained at the meeting, job developer will develop a written plan describing how the CBWA will be performed and monitored utilizing the VR CBWA report form. The plan will clearly describe the desired outcome and how that outcome will be achieved. The job developer will deliver the plan to the VRC within 10 business days after the meeting.
 - ❖ If VRC accepts the plan then job developer will proceed with the CBWA.
 - ❖ If plan does not adequately describe how outcomes will be achieved then VRC will give job developer the opportunity to revise the plan.
- CBWA's will occur only at integrated employment sites individually developed to match the participant's interests and needs as outlined in the agreed upon monitoring plan. CBWA's will not be completed at a business owned or operated by the job developer.

- **CBWA's are expected to last no more than four weeks and be a minimum of 16 hours in most cases. No CBWA will exceed 90 hours.**
- **A maximum of one CBWA will be approved by the VRC per participant case. Exceptions may be made in extraordinary circumstances based on VRC recommendation and Branch Manager approval.**
- Upon completion of the CBWA, job developer will submit a comprehensive report completing the standard VR CBWA Report form.
- VRC, participant, and job developer will conduct a post meeting to review the CBWA results.

Approval process for additional CBWA's and for CBWA's provided to participants who have received Discovery:

- If a VRC has reviewed the Discovery profile and believes that further assessment is required the file will be sent to Branch Manager for review.
 - ❖ If CBWA is approved, then Branch Manager will case note the reasoning supporting the decision.
 - ❖ If CBWA is not approved by the Branch Manager, no CBWA will be completed.
- If a VRC is requesting an additional CBWA beyond what is allowed per contract terms, the file will be sent to Field Services Manager for review and approval.
 - ❖ If additional CBWA is approved, the Field Services Manager will case note the reasoning supporting the decision.

3) Targeted Vocational Assessment (TVA) is completed in relation to a specific vocational goal and looks at skills and tasks necessary for success in the desired employment fields.

- TVA will only be provided by job developer at the request of the VRC upon receipt of a TVA Referral form. TVAs may be provided to participants that have completed Discovery through the ODDS program.
- Job developer will meet with the VRC and participant to discuss the required outcome of the TVA, determine what information will be obtained through the TVA and identify the participant's specific vocational goal to ensure an appropriate TVA site is chosen by the job developer.
- Utilizing information obtained at the meeting, job developer will develop a written plan describing how the TVA will be performed and monitored utilizing the standard TVA report form. The plan will clearly describe the desired outcome and how that outcome will be achieved. Job developer will deliver the plan to the VRC within 10 business days after the meeting.
 - ❖ If VRC accepts the plan then job developer will proceed with the TVA.
 - ❖ If plan does not adequately describe how outcomes will be achieved then VRC will give job developer the opportunity to revise the plan.
- TVAs will occur only at integrated employment sites individually developed to match the participant's specific vocational goal as outlined in the agreed upon monitoring plan. TVAs will not be completed at a business owned or operated by the Job developer.
- **TVAs are expected to last a maximum of eight (8) hours.**
- **A maximum of three TVAs will be approved by the VRC per participant case and each must assess a different question or vocational goal.**

- ❖ Exceptions may be made in extraordinary circumstances based on VRC recommendation and Branch Manager approval. If additional TVA is approved, the Branch Manager will case note the reasoning supporting the decision.
- Upon completion of the TVA, job developer will submit a comprehensive report completing the standard TVA Report form.
- VRC, participant, and job developer will conduct a post meeting to review the TVA results.

4) Trial Work Experience (TWE): services are utilized only for participants with significant disabilities to conduct exploration of participant’s abilities, capabilities, and capacity to perform in realistic work situations. The purpose to determine whether or not there is clear and convincing evidence to support that the severity of the disability will prevent participants from benefiting from VR services in terms of an employment outcome.

- **TWEs are expected to last no more than four weeks and be a minimum of 16 hours in most cases.**
- **No TWE will exceed 90 hours.**

5) Portfolio: The Portfolio is individualized for each Participant and will include elements as requested:

- Resume
- Master on-line application in print
- Profile page or Video profile
- Mock interview skill building
- Other job preparation activities

Portfolio services provided prior to referral to Job Placement are job preparation activities deemed necessary by the VRC to prepare an individual to go to work (replacing

the ORCA subcategory called “Job Preparation”). Portfolio activities are authorized by the VRC using an AFP. **Not all participants will need portfolio services.** This service is often desired when working with an individual who may be able to self-place if given additional assistance and coaching. After job preparation activities have been completed, the job developer will provide a written Portfolio report with the supplemental materials developed while working with the participant and an invoice for a flat fee rate of \$200.

Portfolio services provided during Job Placement Services will be completed only at the request of the VRC. The VRC authorizes the Portfolio Services by checking the portfolio box on the referral form. The job developer may submit the completed Portfolio with the Job Strategy Report, or with the first 30 day review report.

Acceptance:

- ❖ VRC determines the Portfolio elements which will be customized to meet the participant’s needs
- ❖ Once Portfolio materials have been submitted by the job developer, VRC determines that the quality of the Portfolio is acceptable
- ❖ Job developer submits an invoice requesting payment and receives \$200

Rejection:

- ❖ VRC rejects Portfolio if it does not include the required elements or is not of acceptable quality
- ❖ VRC will give the job developer an additional 15 days to revise the Portfolio to meet all the requirements of the agreed upon elements and resubmit for approval.

- 6) **Direct Placement:** Please refer to page 22 for further description of this service.
- 7) **Job Coaching:** Direct services authorized by the VRC and provided on-the-job to teach the participant the essential skills necessary to complete required job tasks beyond what is normally provided by the employer.

- A job coach will do such things as provide necessary prompts, behavior supports, develop natural supports for long term success and communicate with employer to create a positive working environment for the participant. Job coaching services may include on-boarding activities, defined as necessary extensive assistance with activities such as attending new hire trainings, developing strategies to ensure comprehension of new hire expectations, one-on-one review, and study of employee manuals and job related materials. Job coaching may also include job related tasks such as basic work etiquette, job related time management, hygiene, organization, task analysis, self-advocacy and disclosure. Job coaching will not include activities of daily living.
- Job coach shall develop and deliver to the VRC a written plan utilizing the standard Job Coaching Plan and Monthly Report form within the first two weeks of employment. The plan will be individualized for the participant's specific employment situation. It will include an analysis and breakdown of tasks necessary to do on-the-job, how the job coaching will be provided to match the participant's individual learning style, tools and accommodations needed for participant's efficiency on the job, and a fading or transition to natural supports plan (when possible).
- Job coach will provide an in-depth monthly report utilizing the standard Job Coaching plan and Monthly Report form that demonstrates successes and challenges with all strategies identified in the Job Coaching Plan.

8) On The Job Training (OJT) Set Up: OJT is a time-limited training provided by an employer to increase specific occupational or job skills of the participant. A wage reimbursement schedule is established to compensate the employer for additional training to build the participant's knowledge, skills, and abilities to perform the essential functions of the job.

- Set up of an OJT site by a job developer will be completed at request of VRC.
- OJT will be initiated upon employer's agreement to hire a participant.
- OJT is expected to last no longer than three (3) months unless an extension is approved by the Branch Manager, Field Service Manager, or Director.
- VRC and job developer will utilize the standard OJT agreement form.

Additional Service Payments Structure:

Job Placement Services – Additional Services	Payment Amount
Direct Placement	Placement Fee = \$2,000.00 Retention Fee = \$1,500.00
Job Coaching	\$40.00 per hour
On the Job Training Set Up	Flat Fee = \$750.00
Community Based Work Assessment	Flat Fee = \$1,100.00
Targeted Vocational Assessment	Flat Fee = \$300.00
Trial Work Experience	Flat Fee = \$1,100.00
Career Exploration	To be negotiated: # of hours using contractor's hourly fee

Job Placement Contract Conflict Resolution Process

- Conflicts between participants and staff over the Job Placement contract and related issues will follow the normal dispute resolution process.
- Conflicts which arise between participants and contractors, or contractors and staff in regards to the Job Placement contract and related services, and cannot be resolved at the branch level, will be sent to the Contract Administrator via email at; VR.ContractInquires@dhsola.state.or.us.
- ❖ VRCs that send a conflict resolution request to the Contract Administrator must cc their Branch Manager.
- ❖ Contract Administrator will work with the Office of Contracts & Procurement and VR Exec Team as needed to resolve any contract related conflicts.

APPENDICES:

APPENDIX A: Standardized Forms:

Standardized forms have been created for Contractors by DHS and are required to be used. Standardized forms can be found on the DHS VR website. Forms may be updated as needed according to programmatic requirements of VR.

The following is the list of Job Placement standardized forms:

- Job Placement Referral form
- Job Placement Strategy Report form
- Monthly Job Placement Report form
- Job Placement and Retention Verification form
- Direct Placement Referral form
- Direct Placement Strategy Report form
- Direct Placement Retention form
- Job Coaching Plan & Monthly Report
- CBWA or TVA Referral form
- VR On-The-Job Training Agreement
- Community Based Work Assessment Report form
- Targeted Vocational Assessment Report form
- Job Placement Survey

APPENDIX B: Definitions (Per Contract Language)

Individualized Plan for Employment (IPE) is a VR plan for employment developed by an eligible participant in collaboration with a VRC, which addresses the disability-related needs of that participant regarding the achievement of an employment outcome. The full meaning is set forth in the Code of Federal Regulations (CFR 361.45)

Informed Choice means that the participant is provided information and support services to assist them in decision making throughout the rehabilitation process.

Job Development is all the activities completed by the contractor after the acceptance of the Job Placement Strategy Report by the VRC and participant that are needed to obtain placement. Job Development includes all work outlined and accepted in the Referral form, all strategies and methods outlined in the Job Placement Strategies Report, as well as any additional meetings necessary to accomplish the work.

- 1) **Job Placement Track 1 – Standard:** Participants in this track have the ability and motivation necessary to do the job, but may experience employment barriers that impact their access to available jobs in the market and/or their ability to maintain credibility with employers, which may prevent the employer from recognizing them as viable candidates. Due to these barriers, participants in Track 1 will require third party placement assistance, but will not require long term supports.
- 2) **Job Placement Track 2 – Supported/Customized:** This track is designed for participants with significant disabilities who demonstrate motivation, but lack the ability to be competitive in the job market, such as difficulty multi-tasking or who demonstrate lower productivity levels than others who perform similar work tasks in a competitive environment. Participants in Track 2 will require more flexible strategies, such as working with employers to facilitate placement, customizing a job description

based on existing or unidentified employer needs, developing a set of job duties, modifying work schedule, and arranging for provision of job supports.

3) **Job Placement Track 3 – Intensive Support/Customized:** This track is intended for the small number of supported employment participants who exhibit the most significantly challenging functional limitations on the following:

- Functional limitations equivalent to Support Intensity Scale (SIS) at a tier 6 or 7 level
- 2:1 personal support needs in the community, as documented by Adult Needs Assessment (ANA)
- Support Needs Assessment Profile (SNAP) corresponding functional limitations on the Functional Limitations Matrix (see Appendix C)
- Similar assessments, e.g. SACU (Stabilization and Crisis Unit), PSRB (Psychiatric Security Review Board), etc.
- Addictions & Mental Health (AMH) or other medical sources demonstrating functional limitations for a Track 3 category on the Functional Limitations Matrix (See Appendix C)

A copy of the SIS memo issued by Oregon Developmental Disabilities Services (ODDS) in the VR file will serve as sufficient documentation to authorize this track of Job Placement services.

VR Branch Manager signature approval is required for all Track 3 referrals that do not have a copy of the SIS memo in the file. Participants that do not meet the defined criteria described above will require approval from VR Administration prior to referral to Track 3 Job Placement services.

Job Placement: Is placement of a participant into competitive integrated employment that aligns with the participant's agreed upon vocational goal and hours participant requests to work, as documented in the accepted Referral form and Job Placement Strategies Report.

Job Placement Strategy Report: The Job Placement Strategy Report is a written document that will define the participant's individual conditions for success on-the-job including number of hours and job type, address the information in the referral form, and outline the unique set of steps the contractor will take for placement and retention.

Job Retention: Consists of an array of individualized services provided by the contractor while working with the participant and employer to discern issues, problems, and solutions on-the-job to ensure participant's employment success. Retention has been successfully achieved when the participant has reached 90 days of successful employment and job stability, as defined by VR has been achieved, whichever comes later. Job retention is not the same as job coaching. See definition for job coaching.

Job Stability: Participant and employer agree that job is satisfactory, participant is adequately performing the duties of the job to the participant and employer satisfaction, job continues to match the vocational goal and number of hours as listed on referral, and long term supports, if needed, have been defined and are in place.

Participant: Refers to a DHS participant, or participant that is eligible for VR services and who is in need of, and can benefit from rehabilitation services to assist in achieving an employment outcome.

Self-placement: Occurs when a participant uncovers a job lead, interviews and obtains employment on their own without assistance from a Job Placement specialist. Self-placement may occur simultaneously as job development.

Service Need Assessment Profile (SNAP) measures individual functional needs in areas of daily living. It provides a support profile detailing the time allocations for staff support to assist in each area of need.

Supports Intensity Scale (SIS) is a support needs assessment scale designed to provide an objective measure of a person's need for support in medical, behavioral, and life activities.

Temporary or Seasonal Employment is defined as placement into a short-term position of six months or less. Temporary employment is considered a "pre-employment" activity and cannot be defined as permanent placement. Positions lasting longer than 6 months are considered regular employment and then the job developer may invoice a placement fee at that time. If employment continues for an additional 90 days a successful employment retention fee can also be paid.

Vocational Rehabilitation (VR): refers to the program within the Oregon Department of Human Services, responsible for carrying out the responsibilities specified in Oregon Revised Statutes (ORS) 344.510 – 344.690.

APPENDIX C: Job Placement Track Guidance Tool

This tool is to help facilitate conversations between VRCs and their Branch Manager regarding the potential of a Track 3 participant. Each participant’s unique circumstances are to be considered while identifying the track category marked on the referral form provided to the job developer or job coach.

VR Functional Limitations	Track 1 Standard Job Development	Track 2 Supported or Customized Job Development	Track 3 Complex Supported or Customized Job Development
<p>Communication: A serious limitation in communication due to a disability, e.g., the inability to exchange thoughts, messages, or information with people resulting in the loss of employment through termination, a pattern of job loss, or inability to obtain competitive employment because the disability-related</p>	<p>Individual is able to make their needs known to another person, but exhibits a reduced ability to effectively exchange (give or receive) information (speaking, listening, writing, or by other adaptive methods) necessary to carry out job duties. This includes individuals who may need information repeated by the</p>	<p>Requires the regular assistance of another person to coach, clarify, or validate communication, either received or expressed. Limitation(s) indicate the individual is not able to communicate effectively or needs augmentation in order to communicate.</p>	<p>The individual cannot independently express or receive meaningful communication or does so with extreme difficulty due to cognitive, emotional or physical impairments. Limitations are a result of a disability related communication difficulty, not a communication problem resulting from a language, nor cultural difference.</p>

<p>communication issues were unmanageable.</p>	<p>speaker.</p>		
<p>Interpersonal Skills:</p> <p>A serious limitation in interpersonal skills due to disability, e.g., the inability to interact in a socially acceptable and mature manner with co-workers, supervisors and others, to facilitated a normal flow of work, or activities resulting in the loss of employment through termination, a pattern of job loss, or the inability to obtain competitive employment because the disability related interpersonal issues were</p>	<p>Individual does not engage in behaviors that pose a risk of injury to self or others, or significantly limit the individual’s ability to access their community and receive support necessary for work in a community based competitive environment. Individual’s ability to establish and maintain personal, familial, and community relationships affects (or is likely to affect) job performance. Work history includes recent negative references, firings, multiple short-term jobs</p>	<p>Individual may be unable to establish & maintain working relationships with employers, co-workers, peers, or family members. Individual exhibits behaviors which significantly detract from the performance of other workers as well as their own performance and employability, and requires more than normal intervention on the part of the supervisor.</p>	<p>Individual has serious problems interpreting and responding appropriately to the behavior and communications of others. For example, exhibits overt behaviors or intense emotional lability – yelling, destruction of property, etc. Individual is unable to maintain acceptable levels of personal interaction suitable to the workplace. Social isolation/withdrawal. Or rejection by co-workers may be present. Frequent conflict with co-workers or supervisors, or professional staff who are team members working to assist them is observed. Behavioral support plan exists. Onsite</p>

unmanageable.	or other evidence of work adjustment problems.		behavioral support may be required in addition to the job coach.
<p>Mobility:</p> <p>A serious limitation in mobility is due to disability, e.g., the inability to move from one place to another and/or physically manipulate environment resulting in loss of employment through termination, a pattern of job loss, or the inability to obtain competitive employment because the disability related mobility issues were unmanageable.</p>	<p>The individual moves around with no help from another person. For example, the individual is able to walk without human support (may use a walker or cane), or the individual uses a wheelchair and is able to propel the wheelchair themselves. The individual is able to drive ;or is able to obtain a bus pass, plan routes, ride independently, make transfers without assistance; or the individual is able to coordinate rides such as, a taxi service other commercial transportation service or shared</p>	<p>The individual is able to move about independently part of the time, or requires cueing, guidance, and/or minimal hands-on help. For example, the individual moves about with the use of a wheelchair, but requires some guidance to manage time, location, and safety. The individual is able to either coordinate their rides independently or ride independently part of the time. For example: the individual is unable to plan bus route or schedule a ride, but can</p>	<p>The individual needs help every time they move about in their environment. For example, the individual moves about by walking, but would fall down without another person physically providing support with balance or weight bearing; or the individual moves about using a wheelchair, but does not propel their own wheelchair. The individual requires full help for all steps of transportation. For example, the individual does not (despite transportation training) understand directions and will get off at the first bus stop without someone riding along, or would not get off of the bus at</p>

	transportation with family/friends and can ride independently.	ride independently (including disembarking); or the individual can ride independently on known routes, but requires assistance on routes not frequently traveled.	all without prompting.
<p>Self-Direction:</p> <p>A serious limitation in self-direction is due to disability, e.g., inability to plan, initiate, problem solve, organize, or independently carry out goal directed activities as relates to independent living and work, results in loss of employment through termination, a pattern of job loss, inability to obtain</p>	<p>Individual is able to learn and make decisions independently. Individual manages time with minimal assistance or by using assistive technology. Individual seeks out new information and can problem solve by selecting among alternative possibilities. Individual needs minimal assistance to prioritize work</p>	<p>Individual is able to learn new tasks with visual/verbal cuing & repetition. Individual requires natural or job coaching to manage time related to job tasks/duties. Individual must rely on routine to help memorize steps of each task. Individual attempts to reproduce the job task without the ability to interpret information by deriving the</p>	<p>Individual is unable to learn new tasks readily, requiring continual visual/verbal cuing with 1:1 job coach. Individual is unable to independently manage time related to job tasks. Incremental bits of information must be provided (step-by-step instructions). Individual is unable to prioritize tasks independently. Individual exhibits poor judgment regarding options when making decisions. Fails to</p>

<p>competitive employment because the disability related self-direction issues are unmanageable.</p>	<p>tasks and can concentrate for a relatively lengthy period. Individual is able to recognize what is distracting in their environment. Individual has a realistic perception of their ability to achieve job tasks but may need assistance to seek out specific instructions necessary to complete the job.</p>	<p>meaning, validity, reliability, or importance of the given activity.</p>	<p>consider negative consequences before engaging in high-risk or inappropriate behaviors. Individual cannot independently start tasks, finish tasks, do all of the steps in a task, follow schedules, or decide on what to do next.</p>
<p>Work Skills: A serious limitation in work skills due to disability, e.g., the inability to perform specific tasks required to carry out job functions or the inability to benefit from training in the necessary skills or work habits needed to</p>	<p>Individual is able to perform the job duties/tasks but lacks access to applicable job markets, or lacks the ability to adequately present themselves to an employer. Individual has technical skills or quantifiable abilities listed in job posting, but</p>	<p>Individual is able to perform the job tasks, but with reduced speed or accuracy, requiring verbal/visual cues. Individual has transferrable skills from prior life or work experiences, but exhibits limited active listening, a poor work ethic, inflexibility,</p>	<p>Individual requires extensive assistance to perform the job. Individual may require rehab technology for adaptive equipment or assistive technology to perform tasks. Individual is unable to respond with suitable soft skills in the work environment requiring continual</p>

<p>stay employed resulting in loss of employment through termination, a pattern of job loss, or inability to obtain competitive employment because disability related work skills issues were unmanageable.</p>	<p>lacks the self-confidence, interpersonal skills, or social skills to get the job.</p>	<p>difficulty with others, or resistance to change requiring modification of work duties, schedule, and/or job coaching as supports. Individual has not learned work skills usually possessed by others of comparable age, education, and/or experience which can be used in employment.</p>	<p>job coaching on a 1:1 basis. Individual is unable to perform essential work skills and has difficulty learning new skills without long term coaching or interminable natural supports.</p>
<p>Work Tolerance: A serious limitation in work tolerance due to disability, e.g., the inability to perform effectively and efficiently jobs which require various levels of physical, emotional, and psychological demands over a sustained period of time resulting</p>	<p>Individual has minimal physical and/or psychological limitations for tolerating sustained work activities with or without accommodations. Individual may be unable to sustain continuous or prolonged standing or sitting positions or possess the typical physical</p>	<p>Individual has significantly restricted ability to physically tolerate or psychologically endure job tasks without supports. Individual is unable to complete tasks at a rate comparable to someone of a similar age. Individual displays agitation or inability to problem solve</p>	<p>Individual is unable to perform sustained work for longer than 1-2 months due to cyclical nature of medical conditions or mental illness. Individual exhibits severe impairment in the ability to carry out and sustain work related activities. Individual will require extensive job creation or job carving for a position with minimal duties and demands.</p>

<p>in the loss of employment through termination, a pattern of job loss, or the inability to obtain competitive employment because the disability related work tolerance issues were unmanageable.</p>	<p>stamina appropriate to their age.</p>	<p>due to physical fatigue, or has difficulty handling stress/anxiety during training or in the work environment. Individual is unable to perform and sustain tasks in an integrated setting without job coaching.</p>	<p>Individual requires long-term job coaching supports indefinitely to perform work tasks in an integrated setting.</p>
--	--	--	---

APPENDIX D: Supported Employment

Supported Employment is competitive integrated employment with supports that are individualized and customized, consistent with the strengths, abilities, interests, and informed choice of the participants involved.

Supported employment services, designed for those with the most serious disabilities including IDD, mental health, and traumatic brain injury are collaborative, combining short-term vocational rehabilitation services with long-term, extended services designed to maintain employment after VR has successfully closed a participant's case file. Publicly funded, extended ongoing supports, regularly available from designated community-based providers is a hallmark of long-term, extended services. Natural supports or employer provided supports may also be an option for some participants' ongoing support needs.

VR Supported Employment service includes Job Development and Job Coaching services to participants in VR service whose individualized plan for employment (IPE) identifies these services as necessary for the participant to obtain or maintain employment. Services must be provided in a manner clearly supporting informed choice, with support services needed to obtain and maintain competitive integrated employment consistent with their unique strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice. The participant and the vocational counselor work in collaboration to choose a provider from the VR contracted Job Placement services contractor list.

Vocational Rehabilitation Counselor (VRC) responsibilities are:

- Use available information to assist in eligibility determination, plan development, and job development. Collect documents and information from:
 - Referral source (e.g., eligibility documentation; information about applicant's strengths, interests, skills, support needs)

- Documentation of employment related activities (e.g., Summary of Performance, Discovery Profile, Career Development Plan)
- Family or housing staff (long-term experience with applicant in various situations; communication preferences; general likes and dislikes; issues that must be supported in order for the applicant to work)
- Determine eligibility
- Provide counseling/guidance
- Develop the individualized employment plan to include **clicking the “Supported Employment” box in ORCA**
- Actively coordinate services, including:
 - Collaborate with Brokerage, CDDP, School, or IPS staff to assure that participant receives appropriate services and to share information across agencies to the benefit of the participant
 - Manage job developer contract
 - Manage VR job coach contract and transition to long-term support
 - Evaluate and assure employment is stable before transfer to long-term support

Supported Employment Activities and Timelines Related to Contract Management

1. The VR Counselor (VRC) informs the participant about local job developers so the participant can choose. The VRC then sends the referral to the chosen job developer. The VRC clarifies expectations of the potential job including: type of job, range of hours worked per week, setting, and requirements of job stability for the individual.
2. The VRC manages the contract to include team meetings and sharing reports with the referring agency and other key representatives.
3. The placement is accepted if the employment matches all parameters set by participant and VRC.

4. Transfer to long-term, ongoing job coaching/support occurs. Job stabilization should be discussed early in the process so the referring agency can be preparing for the ongoing long-term job coaching.

Participants who experience mental health disabilities and receive services from Individualized Placement Services (IPS):

- If the participant is receiving employment services from a Mental Health provider (IPS), the participant and an Employment Specialist from the county Mental Health Agency will initiate contact with the local VR office. The Employment Specialist will serve as the job developer/coach if the County has an approved Job Placement contract (check in ORCA vendor screen).
- Applicants come to VR requiring rapid job search within 30 days as part of IPS requirements an evidence-based practice. This request should lead to expedited eligibility (if medical records are provided and found to be sufficient at intake), plan development, and entry to job search.
- If an applicant and the Employment Specialist come to VR with a potential job offer already “in hand,” the VRC will need to obtain the medical records from the Employment Specialist to complete the eligibility then a direct placement milestone can be used if the employer is ready to hire and the VRC and participant agree that this is a good choice for job placement. The retention milestone payment will be given when the participant has achieved job stabilization at a minimum of 90 days of employment and the desired number of hours in the Individual Plan for Employment has been met.

Participants who experience intellectual or developmental disabilities and receive ODDS funded services

Issues to consider when helping the participant choose a contractor:

If a participant with IDD requires ADL/IADL assistance, it may be important to find a job developer/job coach who is experienced and/or trained and willing to perform these services. This is the type of information that should be discussed at referral/application/eligibility and/or pre-plan meetings with the Personal Agent from the brokerage or Service Coordinator from the County DD Program.

If the participant has received DD funded Discovery service, they may choose to have the same provider who did their Discovery service do their job development and initial job coaching.

In some instances, an applicant may come to VR requesting expedited services in order to obtain or maintain employment while working with another agency. Most frequently, this will occur during Discovery or another DD-funded service and involve the need for job coaching. In these cases an expedited intake appointment will be set by VR and Interim Eligibility will be utilized to quickly provide job coaching or the other required service. This process allows ODDS to fund job coaching for a limited amount of time (expected to be approximately two weeks) while VR completes intake, Interim Eligibility, and funding of job coaching. The process from there will be the same as non-expedited services (VR assumes job coaching until job stabilization, transfers long-term supports to ODDS at that time, and closes file 60 days later). VRC can contact VR Administrative staff if needed to resolve any issues.

If the DD funded job coach requires training, VR may provide overlapping job coaching services for up to two weeks. The VRC will document in a case note the reasons for needing an overlapping time period such as, the VR funded job coach will be training a new job coach hired by another agency to provide long-term services.

APPENDIX E: Placement Scenarios

Payments for Placement and Retention can only be made when the employment outcome matches the type of job and number of hours as specified on the Job Placement Strategies Report. Participants may want to change their employment goal or number of work hours during the course of job search or after placement has been made. Additionally, it may take more than one job to make up the number of hours. Here are some commonly occurring situations and solutions:

Scenario #1 (Modification of Job Goal): In the course of job development but before placement, the participant would like to modify the job goal in the Job Placement Strategy. In this case, the Job Strategy Report needs to be modified to reflect the participant's choice. The job developer, of course, has the right to continue working toward the modified goal or withdraw from the case.

Scenario #2 (Achieving Hours): The target number of hours listed on the Job Placement Strategy Report is 20 hours, but the job developer finds a position at 15 hours/week. The job developer, participant, and VRC need to mutually decide if the participant wants to begin the job at 15 hours/week with the job developer continuing to look for a way to meet the 20 hour goal, either through increasing the hours at the job or by finding a second job that would result in the 20 hour goal. Payments for placement and retention are not made until the goal of 20 hours/week was reached. (Alternatively, the job developer can offer the position to another participant where the hours matched that goal for a direct placement fee and continue job development for the participant wanting the 20 hours per week.)

Scenario #3 (Reduction of Work Hours Needed): The job developer locates a position matching the Job Placement Strategy Report, but as the participant continues to work, she/he feels that they have overestimated their ability or interest to work the specified number of hours listed on the Job Placement Strategies Report and would be better served with fewer hours. The job developer would work with the employer to modify the position (if possible) to meet the

participants expressed choice. The Job Placement Strategy would be amended and the retention payment made after 90 days of successful employment.

Scenario #4 (CBWA or TVA leads to a job offer): If an employer offers a job to the participant during the CBWA or TVA and the participant and VRC agree that the job offer matches the vocational goal and number of desired hours per week, the direct placement process will be followed. The job developer will submit a Direct Job Placement Strategy Report that specifies the strategies used to successfully retain employment. Direct Placement is paid after 30 days of successful employment. The Retention payment occurs after the participant, VRC, and employer agree that 90 days of successful employment and job stability have been achieved and long-term supports are in place when the individual is in supported employment (Track 2 or 3).

Scenario #5 (Increase of Work Hours Desired): Job Developer finds a placement matching the type of job and number of hours listed on the Job Placement Strategy Report. As the participant continues to work, she/he gains more confidence and feels that an increased number of hours are more desirable. Job developer could choose to revise the Job Placement Strategy to meet the desired number of increased hours of work, however, if that course was not chosen VR is obligated to make outcome payments based upon the number of hours identified on the Job Placement Strategy Report. VRC would then work with the participant on how to meet their desire for additional work. Possibilities could include PES or a new file opening.

APPENDIX F: Self-Assessment for Participants – “Are You Ready To Work?”

- What is my work goal?
- What skills and abilities do I have that qualify me for this job goal?
- What is the entry level wage for this work goal?
- Will the wage pay my bills?
- What work hours are required for this job? Can I work these hours?
- Will a criminal background prevent me from performing this type of job?
- Can I pass a drug screen for employment?
- How will I travel to this job?
- Who will take care of my children or elderly parent during work?

APPENDIX G: Minimum qualifications for job developers and job coaches

All Employment Service Contractors are required to have one year documented experience working with individuals with disabilities or one year of human service related experience such as economical disadvantages, employment, abuse and neglect, substance abuse, aging, disabilities, prevention, health, cultural competencies, or housing.

All Job Placement Contractors are required to complete DHS VR EOPII training within 12 months of being approved as a contractor.

Job Placement Contractors (Job Development)

1. To be approved as a Contractor of standard Track 1 job placement services, applicants must document at least one of the following:
 - a. Completion of one of the following: Vocational Rehabilitation (VR) Employment Outcomes Professionals II Training (EOPII); IPS approval; Association of People Supporting Employment First (APSE) training, Association of Community Rehabilitation Educators (ACRE) training, or Certified Employment Support Professional (CESP) certification; or a Department approved competency-based employment training; or
 - b. Background/education in sales, marketing or job development; or
 - c. Six months prior experience working as a job developer.
2. Additionally, contractors providing Supported and Customized job placement services under Tracks 2 & 3 are required to either:

- a. Be qualified under the Individual Placement and Support (IPS) model; which means a Qualified Mental Health Associate (QMHA) or delivering services under the direct supervision of a QMHP and meeting the following minimum qualifications as authorized by the Local Mental Health Authority (LMHA) or designee: bachelor's degree in a behavioral sciences field; or a combination of at least three years relevant work, education, training or experience; or
- b. As outlined in Executive Order 15-01, demonstrate job developer core competencies via completion of a DHS approved, competency-based training within one year of contract execution, including those competencies pertaining to:

Skills assessment	Job matching
Job customization	Job carving
Community building	Mapping and networking
Analyzing labor trends	Identifying patterns in job markets
Mentoring job seekers	Identifying incentives for business

- 3. Complete at least one Department of Human Services (DHS) approved training course per year to maintain competencies.

Job Coaching

To be approved as a contractor of job coaching services, applicants must document at least one of the following:

- a. Completion of one of the following: DHS VR EOPII; IPS approval; APSE, ACRE or CESP certification; or a DHS approved competency-based employment training; or

- b. Bachelors level degree in Rehabilitation Counseling or Special Education; or
- c. Six months prior experience as a job coach;
- d. Minimum one year experience working in a specific employment field that includes supervisory and/or training duties; or
- e. Instructional assistant qualified by public school or an ESD.

As outlined in Executive Order 15-01, all job coaches must demonstrate the Core Competencies of a job coach via completion of a DHS approved core competency-based training within 12 months of execution of the contract, including skills to:

- Recognize and adapt supports to individual learning styles and needs;
- Conduct task design and accommodations;
- Train instructional and schedule procedures;
- Collaborate with employee, employer, co-workers and support team;

Note: Exceptions can be granted upon request after review by DHS VR Administration.

Additional Requirements

- Contractor and contractor employees who are directly providing Job Placement services are required to take VR approved Job Placement training within one year from contract execution. If contractor hires new employees who will be providing direct Job Placement services they must have completed training at the earliest opportunity as the VR training schedule allows. If and when modifications to the mandatory DHS training are made, contractor may be required to attend the updated training. Training information can be found on the DHS VR website at:
<http://www.oregon.gov/dhs/employment/VR/Pages/Index.aspx>
- If contractor hires new employees who are to provide direct Job Placement services under this contract, contractor shall ensure all employees meet the minimum qualifications for the services they will be providing as stated in subsection “d” of Section 3 of this Exhibit; and have completed a criminal history background check to be maintained in an employee file that demonstrates all minimum qualifications have been met.
- The contractor shall not negotiate with VR Branch Managers, VRCs or VR Support Staff to provide services that are outside of this contract.
- Contractor shall maintain a current Criminal History background check on each employee that has direct access to participants or participant information.
- Contractor will be responsible for completing background checks on employees every two (2) years and will maintain a copy of the background check results in the employee file. Background checks must be completed through the Oregon State Police background checks unit or the DHS Background Check Unit using the appropriate form 301. Contractor will send a copy to the Contract Administrator of any background check that comes back listing an offense.
- DHS will review the background check materials and if it is determined that an offense was committed that prohibits employment in conjunction with ORS 407 disqualification

rules, DHS will not approve a contractor employee to work under this Job Placement contract. Contractors or contractor employees that have had previous Oregon State service shall also be referred to the DHS Human Services Department for consideration of employment status and approval to provide contract services prior to performing under this contract.

- Services Coordination and DHS/Contractor Roles: Each participant will require a different employment outcome strategy to address the barriers related to their specific Employment Profile and the VRC and participant will guide the contractor in its development, implementation, and monitoring.
- If you are currently an Employment Network (EN) with the Social Security Administration, Ticket to Work (TTW) program, and you currently have not signed the TTW General EN Contract, as stated in CRF 411.400, with VR, you need to have this contract signed and in place before you can provide Job Placement services with VR under this contract. Please note an Employment Network cannot operate as a vendor with VR and an EN simultaneously under the TTW referral contract.