



Practice through Research...Facilitating Integrated Employment Outcomes for Individuals with Disabilities

Preparing For and Implementing Organizational Change - *Building More Community Employment Opportunities*

*“Progress is impossible without change, and those
who cannot change their minds cannot change
anything.” ...George Bernard Shaw*

Dale Verstegen, Assistant Director

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Dale Verstegen, Assistant Director, the Center on Disability and Employment, RSA Region IV CRP-RCEP, presented two RSA Region V CRP-RCEP teleconferences (May 24 and June 21, 2005) on preparing and implementing organizational change in community rehabilitation agencies. Entitled *Building More Community Employment Opportunities*, these teleconferences, based upon Region IV staffs' experiences with their established organizational change (OC) network of community rehabilitation providers in eight southeastern states, offered participants an overview of what it means to change, the issues and possibilities, why do it, barriers and strategies for doing OC. The following highlights from these presentations are intended to promote reflection, discussion, and analysis of what your organization's mission is and if organizational change, the entire process, or just bits and pieces of it, would revitalize your agency.

“Some of you might consider organizational change to be synonymous with conversion and it is not. Agencies have changed in many different ways based on what they themselves consider to

be the change that would be most successful. A number of the organizations I have worked with do not get rid of facility-based services, but clearly when they do the analysis they see that there is a growing and greater demand for community-based services. Again, it is an internal decision, not an external one. In my experience I didn't find many organizations converting completely to community-based services. What they do is they try to meet the needs of their customers now and in the future. They need more flexible types of services and for the most part they tend to provide more community-based services because that tends to be what customers want.”

What is Organizational Change?

Organizational change is a facilitated process that includes

- Preparing for change
- Conducting organizational assessment and analyzing feedback
- Setting a vision for future organization
- Developing a strategic plan, redesigning the organizational structure
- Prealigning budget and setting outcome measures
- Continuously evaluating and improving systems

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Preparing for Change

Why Change?

- Are individuals frequently expressing interest in community employment and you can't provide service fast enough?

In other words, is there a growing interest and demand for more community employment types of services? Is your employment department too small?

- Do you think your services could be more person-centered?

An organization's history reflects its cultural and current organizational design and its methods of how it delivers services. Sometimes when we are a product of our history it is really hard to move forward based on changing demands and the changing industry in which we work. We are finding more demand for customized types of approaches rather than saying, "Do you want supported employment?" or "Do you want to work in a workshop?" or "Do you want community participation?" If it is limited to those three options alone, it may or may not satisfy a person's needs.

- Do you want to refresh your organizational services but there is no time to stop long enough to learn and reorganize?

There is no other way to change but to continue to deliver services to run your business while you go through some sort of planning process. This creates a need for an outside consultant or facilitator to help your organization stay on track while you are in the process of continuing to deliver services.

- Are you serving more people, yet using the same processes?

In other words is the over all demand for your services continuing to grow? If so, this very often stresses the specific department in and of itself and also makes it harder to be more customized in your approaches.

- Is your director calling for improved employment outcomes but you know that you need support from the top? Are the organizational attitudes and/or outdated systems a hindrance?

What we are finding is most organizations are very departmentalized and staff are more aligned and attuned with a department than they are with the overall organization's mission. In many organizations, those departments are silos and when their customers move between those departments it isn't very effective. Staff from different departments aren't coordinating or collaborating as effectively as they should be. Picture in your mind your organizational chart. It probably started with one box. Then additional demand for additional services or different populations was added in a second box. For most organizations, their entire history can be this series of addi-

tional boxes that were added to an organization's design. It really is many companies under one umbrella. There tend to be very few people within the organization who look across those boxes, except for perhaps an executive director. Because of this it really stifles any kind of conversation about future direction, or if you have that conversation, it becomes very compartmentalized. A key component to changing an organization's performance is to change its organizational design.

- Is the employment service department or team too small in relation to the demand?

This goes back to one of the earlier questions. Employment is becoming a more critical part of an organization's service delivery. Are you prepared to deliver?

- Do you need more time to understand the employer market and what other community resources may complement/expand your resources?

Sometimes when we deliver services and try to meet the needs of families and consumers, it can be perceived as running counter to what employers need. It is sometimes necessary to step back, learn, survey, and gather additional information in terms of benefits for the business community. Realignment of those services to meet both customers simultaneously – the employer as well as the employee – is sometimes a critical part of the organizational change, plan, and process.

If you can relate to the above or have other needs, perhaps it's time to start this process!

Your organization's staff members have to determine what issues exist within the organization that would warrant or encourage change and what possibilities might exist. Staff members identify issues and possibilities and promote discussion. The idea is that if you have some consensus around these then you have the basis to move forward and start to think about what kind of process might be used. "Do the people in your organization agree with you?" If "yes" then staff members are unified in their philosophy and values you want to bring to the workplace. Some organizations aren't unified and need to clarify philosophy and values.

Send us news from your state for the Winter 2006 newsletter!

If you would like others to know about what's happening in your state, please contact Lynda Leach at 217-333-2325 or e-mail: leachlyn@uiuc.edu.

Starting organizational change may provoke resistance, but the history of the field is full of change.

The only real question is whether you want to change reactively or proactively. When organizations go through this planning process and look to the future they change proactively.

Internal catalysts for change

- Desire to meet individual's needs vs. offering set/prescribed services
- Many individuals dissatisfied with day habilitation services, long wait for supported employment services
- Not getting outcomes for people
- Growth for the people who are supported and for the staff – opportunity to blaze new trail
- Future of service delivery

External catalysts for change

- State funding agency's focus changed to support community-based services
- Poor local economy led to increased difficulty in making community placements
- Sanctioned by state mental retardation agency for not providing choices
- Change needed to meet certification standards

Do these factors sound familiar?

For all these reasons and others, there tends to be a shift toward community-based services and using facility-based services differently. A lot of agencies are fostering time-limited types of services, diversity among people, development of leadership that cross sections personnel, and delivery of person-centered services and supports.

Barriers to Change

- Funding and regulations
- Negative attitudes
- Lack of expertise
- Lack of leadership

Strategies Used to Address Barriers

- Clarify philosophy and values
- Provide ongoing education and training for the staff
- Use person-centered support approaches
- Involve stakeholders
- Promote teamwork
- Reduce overall fear of change – assure families and individuals that change will not be forced
- Include families in planning

- Connect families with specialists to address financial concerns
- Allow consumers to influence families in relaying benefits of employment
- Foster staff involvement in circle of support

Outcomes of Organizational Change Process

- Clearer goals and better communication among staff members
- Increased community participation by individuals and staff
- Improved employment outcomes
- More cost-efficient services
- More control for individuals over their own lives
- Improved human resource practices in management style, organizational structure, funding patterns, and utilization of community resources

Preparing for Change

1. Identify two or three key management staff to share your issues and possibilities related to OC
2. Develop consensus on issues and possibilities related to OC
3. Present issues and possibilities to cross section of staff and managers and solicit input
4. Identify OC resources
5. Propose an OC planning process

Overview of Organizational Assessment

Why conduct an assessment?

- Personal view
- Organizational view
- View of others
- Organizational culture

Cost of assessments

- Staff time to complete survey
- Financial outlay for survey administration and analysis
- Risk of exposing weaknesses

Benefits of assessments

- Evaluates current state
- Measures and quantifies beliefs, attitudes, etc.
- Stimulates thinking about policies, processes, and procedures
- Helps discover areas for improvement
- Guides an effective action plan
- Tracks progress over time

Conducting periodic organizational assessment

- The initial assessment creates a snapshot of the organization.
- Repeated at periodic intervals, the snapshot becomes a "motion picture."

Conducting Organizational Assessment and Analyzing Feedback – *the most important step!*

*An organizational assessment captures “today” for the
purpose of shaping tomorrow.*

“It is the process that is important, not the end result.”

The organizational assessment report guides the planning process. Focus groups are used with the same groups of people for each session. The ideal is to have them as large as possible, but given that most agencies can't shut down, and you can't use inservice days, you do the best job possible in terms of coverage. You want a good cross representation of all departments within the organization – direct-care staff, management supervisors, executive leaders, who need to be at all the planning sessions, customers, consumers, staff, boards, stakeholders, parents, funding sources, and employers. The facilitator works for the executive leader and the executive leader really needs to be the one who helps design these planning sessions. What each agency decides to do is very unique and individualized.

What are the change issues in your organization?

Organizational assessment is accomplished using two mechanisms – 1.) an organizational effectiveness survey that is specifically for paid staff within the organization – not for the stakeholders and customers and 2.) focus groups – ask all different types of focus groups the same questions – perceptions of services, perceptions of the mission, perceived barriers for more community-based types of services and outcomes, and perceived strategies to address barriers for more community involvement. It is important that the leadership within the organization encourages honesty. Organization's leaders who are worried about the risk of exposing weaknesses tend not to like this process and the ones who want to change tend to gravitate toward this type of planning process. The benefits of the assessment is the evaluation of the current state of the organization. It measures and quantifies beliefs and attitudes, stimulates thinking about policies, processes, and procedures. It helps discover areas for improvement, guides an effective action plan, and tracks progress over time.

**Contact Dale Verstegen at dale@verstege@utk.edu
for more information on the *Organizational
Effectiveness Survey***

The last point in conducting periodic organizational assessments is the snapshot of the organization it creates. Many organizations that have finished the process and are now in the second or third year past the planning stage find that repeating the assessment process is less threatening now because they have already done it and they can see the value in it. It really updates the snapshot, allows them, particularly on a qualitative or anecdotal basis, to see that they are making progress. Repeated at periodic intervals the snapshot becomes a “motion picture” that is invaluable.

Who would you include in your focus group?

Setting the Vision

***“Some men see things as they are and ask why. I dream
things that never were and ask why not?” – George
Bernard Shaw***

After assessment the next step is to look at the mission or vision statement for the organization. What is really possible? The product of the assessment is the vision statement, mission statement, or value statement. A new direction is set for the organization – not usually in an opposite direction, but rather a better direction. Statements can be very catchy, very memorable, very long and some not so memorable. Steven Covey, an internationally respected leadership authority is quoted as saying “ If you haven't wrestled with a mission statement for at least 15 months then you haven't put the effort into it that you need to.” Admittedly, no one wants to do this for this long. However, what happens is, statements are drafted, discussed, consensus arrived at, revisited, and revised. Statements are used to communicate to each other what it is we are trying to do and where it is we are trying to go. The mission statement reflects what it is we are trying to do and the vision statement defines what you are shooting for in the future. The mission statement really should help everyone in the organization make operational type decisions, day to day, and week to week. The vision statement allows you to make strategic, long-range decisions that allow the organization to shift over time.

Do you know your organization's vision and mission?

***Developing a Strategic Plan and Redesigning
Organizational Structure –
perhaps the most difficult step?***

“The greatest administrators (leaders) do not achieve production through constraints and limitations. They provide opportunities.” – Lao Tzu

Here in this strategic planning process phase, a prioritized list of key strategic issues and main projects are identified.

Examples of key strategic issues tend to be

Employer Outreach, Community Awareness, Consumer Advocacy or Self-determination, Person-Centered Planning, Family Collaboration, Funding Development, Business Development and/or Transportation....

What is nice is that you have people within the organization all looking at those key strategic issues that usually are addressed by executive management. Now not only the direction, but how to resolve some of the issues become shared within the organization. More resources are employed. Organizational design is at the heart of change. Sometimes those departments get in the way. Design consists of communication and coordination among various staff members. Who you meet with has a lot to do with what it is you are trying to accomplish and whether you are successful in accomplishing it. Changes in job descriptions also define a change in design. Some changes the structure drastically yet positions are relatively the same. Some don't change their structure but radically change the design of job descriptions. People feel they need to do different things in different places or have different skills than they currently have or any combination of those two. If you don't change the organizational design you really just have a pretty plan. If you don't change what people do, you really don't get at the heart of whether anything is going to progress or be implemented. This step causes the most frustration and perhaps is the most difficult.

Most organizations are using very old classical structures in terms of how they are designed and most of them have not changed significantly since their inception. This is an area that becomes an organizational tool where you can realign staff to be more successful in providing services in the future.

Realigning the Budget and Setting Outcome Measures

“Budgeting is a method of worrying before you spend instead of afterwards.” - Anonymous

Lastly look at outcome measures, goals, budgets – the things that need to be put in place to support the direction the organization wants to go. You really need to know what it is that you are measuring in order to know if you are successful with your change. There has to be accountability. It is necessary to realign the funds

in relation to how people are organized. People measure what they value – you have to ask “Are you measuring the right things?” Usually with change new performance outcome measures are developed and supported by the whole organization. Part of what organization change should accomplish is simply having people understand their roles and responsibilities for a specific outcome.

Evaluating and Improving Systems Continuously

“People seldom improve when they have no other model but themselves to copy.” – Oliver Goldsmith

After these steps a process for continuous evaluation to improve the system is set into place. Eighty percent of the issues are systems issues. If you get people in the organization thinking systemically then it is very positive. For example, most organizations change their design within one or two years again. They may not have changed the organizational design in the entire history of the organization. They may have added departments, but they haven't really changed the design. In thinking systemically, they now have a sense that organizational design is a management tool and they give themselves permission to continue to tweak or improve that design to best meet the needs of their customers. The above quote conjures up the old way, the new way, and evidence to make decisions. They can keep the assessment process to see how they are doing. They have goals that really tell them whether they are on track in terms of the changes they are trying to make.

Remember, organizational change is not an “all or nothing” process where it only works if you do all the steps! Your organization may need to focus on just particular steps such as vision or strategic planning or design. Organizational change should not be viewed as intimidating but rather empowering. The bonds created in this process promote trust among all who are involved for the betterment of the entire organization.

If you are interested in more information on organizational change, the University of Tennessee's Center on Disability and Employment (www.cde.tennessee.edu) staff can provide a copy of the *Fourth National Organizational Change Forum Handbook*. The 4th National Organizational Change Forum was held in Charlotte, NC, on May 3 and 4, 2005. The Forum brought together national experts and practitioners from across the country offer-

You can request a copy of the *Fourth National Organizational Change Forum Handbook* from Dale Verstege at verstege@utk.edu. The first 20 copies of the *Handbook* will be printed and shipped **free of charge** to readers so if you're interested, let Dale know!

ing a wide range of topics and strategies related to organizational change. The *Handbook* offers 131 pages of presentation materials and supporting articles from 28 of the presentations at the Forum.

To view transcripts and PowerPoints and listen to the audio file for these two teleconferences please visit <http://www.ed.uiuc.edu/illinoisrcep/activities/teleconf.htm>.

A list of references on organizational change can be found at <http://www.ed.uiuc.edu/illinoisrcep/resources/biblio.htm>

State by State News from Around the Region *Send us your news !*

Michigan. . . .

The 2005 Michigan Rehabilitation Conference*Business and Rehabilitation - The Essential Partnership, November 8-10, 2005, Amway Grand Plaza Hotel and DeVos Place, Grand Rapids, MI*

Over 90 educational sessions on a variety of topics including AT and reasonable accommodations, aging and disability, Michigan's mental health reform, ethics, transition and more will be featured in this premier rehabilitation event! For information please visit the MARO web site at www.maro.org/mrc.html.

Minnesota. . . .

**Minnesota Rehabilitation Association
Fall Training Conference
*Standing Proud in St. Cloud***

November 2-4, 2005
Holiday Inn
St. Cloud, MN

Three full days of sessions on transitioning ex-offenders, chemical abuse, managing aggressive behaviors, avoiding burnout on the job, VR updates, and more. Please visit www.mnrehab.org for more information and to register or contact Judy Lodewyck at judylodewyck@paiff.org or 218-825-8148. Receive a 10% discount for registration of three or more people from one private organization.

Please contact RSA Region V CRP-RCEP staff for alternate formats of this newsletter.

Opportunity Partners - Gives Summer Camp a New Meaning with Career Training!

Opportunity Partners, a nonprofit agency, has for more than 50 years worked with Minneapolis and St. Paul residents with disabilities to live more independently. As part of its career training efforts to high school students with disabilities, it offers summer camps that includes career exploration, training for interviews, filling out job applications, dressing appropriately for work, and more!

For more information, please contact:

Julie Peters, Communications Manager
Opportunity Partners
5500 Opportunity Court
Minnetonka, MN 55343
952-930-4209
www.opportunitypartners.org

Wisconsin. . . .

RFW Business to Business Initiative

Rehabilitation For Wisconsin, Inc. (RFW), Madison, Wisconsin, has recently completed the requirements of a \$210,000 Business-to-Business Initiative Grant (B2B), awarded by the Wisconsin Council on Developmental Disabilities. Using federal funds, the Business-to-Business Initiative's purpose was to find new approaches to address the high unemployment rate of people with developmental disabilities and to explore and develop new networks for job development and placement opportunities for persons with developmental disabilities in Wisconsin. The grant period ran from January 2001 through April 2005. During that time, over 125 people with developmental disabilities found employment within the state, with hundreds more indirectly benefiting from the program.

According to a 2004 Harris Poll, "three times as many people with disabilities live in poverty, and two times as many are unemployed compared to people without disabilities." Additional Poll results confirmed

- An estimated 20% of the U.S. population has a disability.
- People with disabilities have the highest rate of unemployment and the highest rate of poverty of any minority group in the U.S.
- Over 65% of working-age adults with disabilities are unemployed.

The B2B initiative continues to address these issues.

To facilitate a statewide effort, RFW awarded “mini-grants” to community rehabilitation programs (CRPs) throughout the state to promote employment opportunities for persons with developmental disabilities. The subcontracted CRPs were required to make presentations, in their respective areas, to local business groups. The presentations were designed to educate business leaders, CEOs, and human resources leaders on the fiscal benefits of employing people with disabilities. Business leaders, who had not employed people with disabilities in the past, were able to benefit from the experiences of their peers who were already employing individuals with developmental disabilities. The participating CRPs also collaborated with community businesses to provide supported employment opportunities for people with disabilities. Individuals were trained to handle work that matches their skill sets, while being supervised to maintain positive relationships with employers in their communities.

RFW’s Executive Director Michael Kirby explains the success of the program, “With the help of the Wisconsin Council on Developmental Disabilities, RFW, and the participating CRPs, people with developmental disabilities are continuing to become productive, active members of the community. Integration into the workplace makes these individuals contributing members of society. Although the grant period has ended, I hope that the employers involved in the program continue to utilize this program model and to hire these valuable employees.”

CALL FOR PRESENTATIONS and Save the Date!

RFW and WRA 2006 Rehabilitation & Transition Conference
Date: April 19-21, 2006
Site: The American Club, Kohler, WI

This three-day conference features seven different tracks and offers sessions for employees at every level. Presenters are renowned both statewide and nationally or are rehabilitation professionals practicing innovative strategies for assisting consumers. Presenters point practitioners toward more effective ways to obtain desired results and present useful answers to workplace challenges. Focus areas include transition, employment, residential care, disabilities, ethics, management, special interest, and more.

Go to www.rfw.org for the *Call for Presentations* form and more information.

Please contact Julie Jensen at 608-244-5310, jjensen@rfw.org, or visit www.rfw.org for more information about the *Business to Business Initiative* and the April 2006 conference.

Indiana . . .

**Employment First Summit
IN-APSE and Employment First Coalition**

September 29, 2005
Indiana Wesleyan University
Indianapolis, IN

On September 29, 2005, the Employment First Coalition and IN-APSE hosted leaders of government, business, labor, community, education and the non-profit sector to a summit meeting to create a strategic plan that ensures employment as an outcome for all Hoosiers with disabilities. This event brought together key stakeholders in coming to consensus on the importance of employment and designing a plan for addressing systemic barriers. The partners include SECT Center, INARF, Indiana Arc, Governor’s Council for People with Disabilities, Social Security Administration, OMPP Med Works, SECT, Indiana Institute on Disability and Community, Mental Health Association, Behavior Corp., and Vocational Rehabilitation. For more details, please contact Susan Rinne at srinne@kiva.net.

Indiana APSE 15th Annual Conference

Employment: Time for Action

December 7-8, 2005
Hilton Indianapolis North Hotel
Indianapolis, IN

Buy three registrations - get one free! For more information and to register, visit www.inapse.org or contact Bitta DeWees at 812-332-2168 or bdewees@stonebelt.org.

Stipends may be available for individuals with disabilities and their parents or family members. The deadline to request a stipend is October 28, 2005. To request a stipend, contact Jerri Britt at 317-738-5500 or jerribritt@earthlink.net.

Ohio . . .

**OSU Nisonger Center, A University Center for Excellence in
Developmental Disabilities, Columbus, OH**

*The Next Chapter Book Club Promotes Lifelong Learning for
Adults with Intellectual Disabilities*

Tom Fish, Ph.D., with a LOT of help from Jillian
Ober, MA, CRC

Learning Never Ends. Unfortunately, this phrase does not apply to adults with intellectual disabilities (ID) in our society. People with ID leave the formal education system in this country with few,

if any, expectations that they are interested in, or capable of, continuing to learn. Those adults who do express an interest in learning frequently find themselves referred to adult basic education programs, where the staff is ill-prepared to work with this population. Even if someone with ID is successful with reading tutoring, for example, it generally then translates into a solitary activity. The last thing individuals with ID who are living in the community need is another activity that keeps them isolated and without friends.

Furthermore, adults with ID have historically been denied opportunities to engage in non-segregated activity. They rarely participate in community activities, despite living and working independently in the community in increasing numbers. As many investigators have noted, living *in* the community is not the same as being a *part of* the community. Community inclusion extends beyond one's residence and place of employment and involves interacting and forming relationships with other community members as well as belonging to clubs and organizations.

With that in mind, a small group of parents, consumers, siblings, and professionals, set out three years ago to create a book club for adults with ID called the *Next Chapter Book Club* (NCBC). The premise is pretty simple. A group of six to eight individuals with ID, regardless of their reading skills, gather with two volunteer facilitators in a local bookstore or café to read and discuss a book for one hour a week. Much like members of any other book club, NCBC participants choose the book they want to read, as well as how they would like to structure their book club. *Next Chapter Book Clubs* typically take 12 to 14 weeks to complete a book, after which time clubs can choose to either continue or disband. We've never had one disband.

Three years later, our book clubs continue to defy assumptions we had made during the planning process. We bought eight tape players before starting our first book club. The thinking was that the participants would need to listen to the books on tape, because they probably could not read, and then come to the book club prepared to discuss the book. Well, we could not have been more wrong. All of the 20 book clubs have chosen to read their books aloud together. The tape players have never been opened. So much for our preconceived notions about what people with ID want to do or are able to accomplish.

One NCBC participant named Patty is a 43-year-old woman who lives with her sister. After about six months of transporting Patty to and from her book club, the sister commented that she was amazed at how much more Patty had been reading since being in the NCBC. Specifically, she noted that Patty was reading billboards and traffic signs as they drove to and from the book club, something she had never done before. The impact of the NCBC

is expressed by a 60-year-old man named Gene who states, "This is what I've wanted to do all my life. Since I've been in the book club I've been learning." We receive reports from family members who state that their loved ones have "made lasting friendships" as a result of participation in their book club, and one volunteer facilitator reports, "We have all become real friends and, to a great extent, have positively changed each other's lives."

Each *Next Chapter Book Club* is characterized by racial and ethnic diversity, a wide range of reading abilities and literacy behaviors, and a unique personality as a result of this unintentional variety. We currently have 20 book clubs, and our 115 participants and 40 volunteers range in age from 18 to 82. Our volunteer facilitators include college and high school students, retirees, homemakers, professionals, as well as people with disabilities. Our facilitators are trained to use a variety of strategies to include all participants.

Next Chapter Book Clubs are held in such inviting, community settings as Borders Books and Music, Barnes and Noble, Panera Bread, Target café, and Caribou Coffee. The inclusive nature of the NCBC impacts public awareness of people with disabilities. It also exposes adults with ID to the culture of bookstores, cafés, and coffee houses, which have emerged as social gathering places for a broad spectrum of the population.

Books in our library are chosen based on their popularity and readability. Many groups choose to read adapted classic novels such as *The Secret Garden*, *Tom Sawyer*, and *A Wrinkle in Time*, while others choose current stories such as the Harry Potter series. Still others have chosen to focus their reading on sports and spend their time reading the sports page of the local newspaper.

The NCBC is designed to promote literacy, social interaction, and community inclusion. It addresses the social isolation and segregation frequently experienced by adults with ID, as well as the lack of opportunities to engage in meaningful literacy and social activities. More importantly, however, NCBC members are learning and making friends and having a lot of fun doing it.

Would you like to bring the *Next Chapter Book Club* to your community?

RSA Region V CRP-RCEP at Illinois Listserv

To date there are over 400 subscribers to this growing listserv that includes rehabilitation professionals from all six states. The purpose of this electronic discussion list is to facilitate information sharing and communication quickly and easily. If you'd like to subscribe to this free listserv, please e-mail Lynda Leach at leachlyn@uiuc.edu.

Our training workshop includes

- Extensive review of the NCBC model and the history and rationale for the development of the NCBC
- Review of Web site tools
- One-hour demonstration of the NCBC
- Debriefing session
- Program handbook and materials
- Ongoing technical assistance

Who should attend?

- Any agency staff member interested in being a part of the program
- Community members interested in becoming volunteer facilitators
- Potential collaborators including NCBC host site representatives
- Consumers and anyone interested in lifelong learning opportunities

The cost for agency participation in this day-long workshop starts at \$1,000. (Additional fees may apply for travel costs.)

If you would like to bring this exciting and innovative program to your area, contact the NCBC today!

Jillian Ober, Program Coordinator
(614) 247-6392
Ober.7@osu.edu or www.nextchapterbookclub.org

Illinois. . . .

One Man's Success Story – Talk about Person-Centered Planning!

Take one local newspaper, Gateway Community Employment Services, DHS/DRS, and one individual who likes to write news and you have a good job match. To learn more about Alex Wall, (part-time college student and volunteer) and his success at the Walnut Leader newspaper, please contact

Tracy Wright, Case Coordinator
Gateway Services, Inc.
406 S. Gosse Blvd.
Princeton, IL 61536
81-3875-4548
Gateway5@theramp.net

Partnerships at Work. . . .

Tell Employers About the Tax Incentives!

The OJT/ OJE (On the Job Evaluation) Grant, through the IL DRS, has been successful in encouraging local businesses to hire people with disabilities via educating employers about the many incentives available to them for employees with disabilities. An example is the partnership among a Downers Grove, IL, Ruby Tuesday restaurant manager, Jason Plutz, the DRS staff, Parents Alliance Employment Project (PAEP) and a PAEP client, Matthew Thomas. To find out more about strategies and incentives, please visit the U.S. Department of Labor Web site at www.dol.gov/odep/pubs/ek97/tax.htm or contact

The Parents Alliance Employment Project (PAEP)
837 S. Westmore
Lombard, IL 60148
630 -495-4345, ext. 211

Resources for Community Rehabilitation Providers

Partners In Employment

Job Search Skills for People with Disabilities

MN Governor's Council on Development Disabilities

This online resource is designed to assist people with disabilities find meaningful jobs and jump start their careers. It is a free, self-study, Internet-based learning program, created to give users the practical skills needed to find real, competitive employment in their own community.

After completing this course (about six hours plus outside assignments), participants will

- Understand the hiring process and how it might differ for people with disabilities
- Know how to succeed with their strengths, skills, and interests
- Create a resume or portfolio that presents a person and his or her abilities in the best light
- Know how to network and identify potential employers
- Be prepared for a successful job interview
- Know how to evaluate a job offer and make sure it fits a person's skills and dreams

Information in this course is relevant and useful regardless of where a participant is located. *Partners in Employment* is part of the continuing effort to create a new employment culture - one in

which willing workers are welcomed and embraced by satisfied employers and a supportive public.

For more information please contact

Mary Jo Nichols, Grants Administrator
Minnesota Governor's Council on Developmental Disabilities
370 Centennial Office Building
658 Cedar Street
St. Paul, Minnesota 55155
(651) 282-2899 voice
(651) 297-7200 fax
(877) 348-0505 toll free
(800) 627-3529 MN Relay Service
E-mail: mary.jo.nichols@state.mn.us
www.mnddc.org or www.mncdd.org and
www.partnersinpolicymaking.com

RSA Region V CRP-RCEP Past Teleconference Highlights

Read transcripts, view PowerPoints, and listen to the audio file of these past teleconferences at:

<http://www.ed.uiuc.edu/illinoisrcep/activities/teleconf.htm>

Person-Centered Planning Is Not Just About a Meeting

Presenter: **Camille Mayhall, M.S., CRC**
Rehabilitation Services Supervisor, DRS
5701 Oakton Street
Skokie, IL 60077
847-626-2876
846-626-3712 TTY
cammay@niles-hs.k12.il.us

Community Rehabilitation Providers and Families: Essential Partnerships in Successful Outcomes for Young Adults with Disabilities

Presenter: **Sue Walter**
Training & Technical Assistance Coordinator
Transition Outreach Training for Adult
Living (TOTAL) Project
Illinois State Board of Education
Highland, IL
smwalter@charter.net

Upcoming RSA Region V CRP-RCEP at Illinois Activities

Descriptions with registration materials will be forthcoming for those training activities with incomplete information. For additional information, or to register, please contact Betty Taylor at ertaylor@uiuc.edu or 217-333-2325.

Teleconferences Via the Telephone or Internet

A cost effective, inexpensive, and convenient method for rehabilitation professionals to 1) gain information about timely topics in community rehabilitation, 2) talk directly to experts in the field, and 3) ask questions and discuss issues with colleagues.

Please join us for a series of job development teleconferences with Bill Santos, Employment Professionals, Inc., at 2:00 - 3:00 p.m. CST. For more information on how to participate, please visit <http://www.ed.uiuc.edu/illinoisrcep/activities/teleconf.htm>.

Prospecting Tips and Scripts - September 27, 2005

If you missed this one the audio files are on the Web at <http://www.ed.uiuc.edu/illinoisrcep/activities/teleconf.htm>.

Employer Negotiation Strategies - October 25, 2005

Handling the Objections - November 15, 2005

Community-Based Certificate Program

Certificate series designed to provide direct-service personnel and managers with the information and skills necessary to provide effective and efficient community employment services.....

Community-Based Employment Strategies Certificate Program

Presenter: Rick McAllister
Location: Wyndham Garden Hotel Schaumburg
800 National Parkway
Schaumburg, IL 60173

Date: Session I - October 4-5, 2005
Session II - November 8-9, 2005

Fee: \$99.00 per session



RSA Region V CRP-RCEP

University of Illinois
at Urbana-Champaign

\$25.00 Discount

**\$25.00 discount to be used toward
the registration fee on any
training provided by
RSA Region V CRP-RCEP**

Name: _____

Training: _____

Session I

This introductory session is intended for persons providing vocational services that result in community-based employment (job coaches, job developers, employment specialists). The goal for participants is to gain a solid understanding of the essential elements of supported employment.

Session II

The second session of the certificate program provides more in-depth training in job development, job assessment, job matching and managing challenging behaviors in the work environment.

Earn CEUs or CRCs for individual sessions.

If you missed these sessions, we'll be sponsoring this program again in 2006. Details to come!

Web-based Courses - Illinois RCEP Online

CEUs and CRCs are available

Online classes designed to fit a busy schedule.

**Recruiting, Hiring, and Retaining Quality Employees -
Date TBA**

For more information regarding these training opportunities, please go to the Web site: <http://www.ed.uiuc.edu/illinoisrcep/whatsnew.htm>, contact staff at 217-333-2325, or complete and return the registration on the last page.

RSA Region V CRP-RCEP Mailing List Update

Please use the Information Form on the back cover to update your contact information for our mailing list.

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www.ed.uiuc.edu/illinoisrcep

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**RSA Region V CRP-RCEP
Training Information Form**

Name: _____ Title: _____

Agency: _____

Mailing Address: _____

Phone #: _____ Fax: _____ E-Mail: _____

Training Event: _____

Date: _____

- Please add me to the RSA Region V CRP-RCEP mailing list with the information I have provided above.
- Please subscribe me to the free electronic RSA Region V listserv.
- I'm already on the RSA Region V CRP-RCEP mailing list, but please make the changes provided above.
- Contact me for technical assistance/training. My contact information is provided above.
- Suggestions for future training provided by RSA Region V CRP-RCEP include: _____
- Register me for the training event indicated above.
- Check here if you require special assistance to fully participate. Describe your needs. _____

Payment Enclosed: _____ (Make checks/POs payable to the University of Illinois.)

For more information contact: Tony Plotner at 217-333-2325 or plotner@uiuc.edu

Send or fax your registration to: RSA Region V CRP-RCEP, Transition Research Institute, ATTN: Betty Taylor, 117 Children's Research Center, 51 Gerty Drive, Champaign, IL 61820, Phone: 217-333-2325, TTY: 217-244-7132, fax: 217-244-0851



**RSA Region V CRP-RCEP
Transition Research Institute
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