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Georgia Vocational Rehabilitation Agency

Vocational Rehabilitation Strategic Plan  
2019-2020

**Goal #1 - Stability - Improve performance and morale**

**Objective #1 – Implement an organizational structure that supports staff and Vocational Rehabilitation (VR) performance**

- A. Establish clear positions with detailed job descriptions and worker functions
- B. Research technological options for on-line applications and electronic signatures for individualized plans for employment
- C. Field staff recommended the following:
  - 1. Evaluate the counselor series to address the number of counselors, counselor qualifications, competitive salaries and reasonable caseload size
  - 2. Restore the responsibility of the client’s progression through the rehabilitation process to the assigned counselor, including timely authorization of services, provision of counseling and guidance, etc.
  - 3. Clarify and assign a position to handle paperwork and payments in support of the counselor
  - 4. Return to a more cohesive team within the local office to serve the client – from application to closure following the rehabilitation process
  - 5. Increase the number of qualified providers to ensure appropriate and evidence-based services are available to clients that lead to documented skill gains, credentials and competitive integrated employment (CIE) outcomes
  - 6. Return to a local service model focused on core VR services (in-house provision vs. purchased service)
  - 7. Develop and implement cost effective methodology for case service funds
  - 8. Recruit qualified providers based on VR needs and streamline the provider approval process
  - 9. Evaluate the effectiveness of employment services through employment outcomes, performance and field staff feedback
  - 10. Evaluate the effectiveness of Service Area Managers (SAMs) and Team Leads through performance and field staff feedback

**Objective #2 – Improve employee morale**

- A. Establish a staff training program
  - 1. Evaluate and prioritize training needs by 10/1/2019

2. Develop a training plan by 12/31/2019
  - a) A few examples of field staff training topic requests include performance indicators, VR process, policy, procedures, needs assessment, individualized plan for employment (IPE) development, case management, Aware utilization, VR foundations and job specific duties
  - b) Evaluate potential career ladders based on performance
  - c) Create an On-Boarding training program
3. Implement the training plan 1/1/2020
4. Deliver the training statewide beginning 1/1/2020

- B. Establish an employee recognition and morale program
  1. Organize a committee of field staff to design a local and state-wide employee recognition and morale program by 12/30/2019
  2. Implement the recognition and morale program beginning 1/31/2020
    - a) Establish statewide criteria for individual and office performance recognition
    - b) Implement locally and statewide based on criteria
    - c) Local implementation could include pot luck lunches, birthday celebrations, lunch and learns
    - d) Develop processes and platforms to recognize individual and office performance and achievements

**Objective #3 – Improve performance in reaching RSA indicators**

- A. Communicate standard operating procedures and processes to field staff that support optimal performance by 12/31/2019
  1. Incorporate the established standards into the new training program by 12/31/2019
  2. Utilize the quality assurance tools of Key Performance Indicators (KPIs) and Operation Performance Improvement (OPI) to evaluate, document and manage performance

**Objective #4 – Improve fiscal responsibility and accountability**

- A. Implement strategies for IPE development that support responsible, financial stewardship and successful client outcomes
  1. Utilize information obtained from the OPI process to develop effective fiscal planning
  2. Manage case service budgets locally with weekly tracking and reporting
  3. Explore utilization of Amazon for client purchases
- B. Utilize data and collaborate with provider network to establish service delivery parameters (including fee structure, provider qualifications, etc.) as well as service evaluation criteria and expectations
- C. Create and establish a provider evaluation system to ensure quality of service provision, qualifications of providers (all employees), performance outcomes and update the provider list accordingly
- D. Establish a fiscal officer position dedicated to VR and selected by VR Leadership
- E. Develop a VR fiscal plan for 2020 and beyond

## **Goal #2 – Return prestige to Georgia VR as a recognized national leader**

### **Objective #1 – Reduce VR Attrition**

- A. Access and analyze data of clients leaving VR without an employment outcome
- B. Establish goals and identify strategies for reduction by 12/31/2019
- C. Field staff recommended the following:
  - 1. Increase the number of counselors
  - 2. Provide more in-house services
  - 3. Increase number of counselor support staff
  - 4. Increase number of providers that deliver quality services
  - 5. Smaller caseloads
  - 6. Staff training
- D. Develop and implement a plan by 3/1/2020
- E. Evaluate every 6 months

### **Objective #2 – Improve the quality and quantity of competitive integrated employment (CIE) outcomes**

- A. Train staff to conduct comprehensive needs assessments
- B. Train staff on effective IPE planning and development
- C. Ensure sufficient amount of qualified staff
- D. Ensure sufficient amount of qualified providers for quality services
- E. Evaluate current services and identify best practices by 12/31/2019
- F. Develop and implement a plan to increase and improve CIE outcomes by 2/1/2020

### **Objective #3 – Examine current Pre-Employment Transition Services (Pre-ETS) processes and delivery options**

- A. Analyze patterns and trends of services provided and associated outcomes
- B. Identify and utilize career pathways and work-based learning opportunities
- C. Recognize and provide quality education and training programs that lead to recognized credentials, advanced post-secondary degrees, and career advancement
- D. Analyze services (provided by GVRA and providers) to ensure all meet the nature and scope of Pre-ETS
- E. Establish standards for Pre-ETS delivery, such as reviewing the use of assessments, to ensure compliance

### **Objective #4 – Ensure timely progression through the rehabilitation process**

- A. Provide staff training on Rehabilitation Services Administration (RSA) performance indicators and RSA Monitoring Report with corrective action measures
- B. Determine eligibility within 60 days for 90% of VR applicants by 6/30/2020
- C. Develop IPE within 90 days of eligibility for 90% of VR clients by 6/30/2020
- D. Establish a system to accurately document CIE outcomes in a timely manner

### **Objective #5 – Ensure client information system captures accurate client data and supports effective business processes**

- A. Evaluate utilization of AWARE case management system

- B. Review case service data prior to RSA submissions for accuracy
- C. Establish case management standards
- D. Provide staff training and communicate performance expectations beginning 1/1/2020
- E. Sustain workgroup (VR and Business Applications leadership) meetings to review data implications and address functionality concerns from the field
- F. Participate in sponsored training and discussions with case management system vendor Alliance