

Supported Employment: Individual Placement and Support (IPS)
Evidence-Based Practice
Transition to the Revised Fidelity Scale (1/08)

The individual placement and support (IPS) approach to supported employment is a well-researched practice that has been shown to be effective for helping people who have serious mental illness. In this document, the term “supported employment” is synonymous with individual placement and support. Programs wishing to implement, or sustain, supported employment use a 25-item scale to ensure fidelity to the model. The fidelity scale was most recently revised January 2008. This document is designed to help programs that are transitioning to the 2008 version of the scale. The Supported Employment Fidelity Scale (2008) and the accompanying fidelity manual can be viewed and downloaded: <http://dms.dartmouth.edu/dsec>.

Why is there a new scale?

Evidence-based practices are constantly evolving. As we continue to learn from research, as well as from the field, the scale is updated to reflect what is currently known about effective practices. The IPS scale was developed in 1995 and revised in 2008. The original scale was validated by Bond et al., (Rehabilitation Counseling Bulletin, 1997); in other words, researchers studied the correlation between program outcomes and fidelity scores. The revised scale will be tested for validity as well.

What has changed?

New items. The revised scale has a number of new fidelity items. Some of the new items focus on organizational changes, such as collaboration with state vocational rehabilitation (VR) and assistance with implementation from the agency executive leaders. Because of these additional organizational items, many fidelity reviewers have chosen not to use the General Organizational Index (GOI) with the supported employment fidelity scale. New items in the section on services include an increased focus on job development, job supports, work incentives planning and client choice regarding disclosure of a disability to employers.

Revised items. Some items from the previous fidelity scale are included in the new scale but either the definition of the item and/or the anchors have been revised.

A copy of the revised fidelity scale has been attached (Attachment A). On the scale, notes have been added under the definition of each item to indicate changes from the previous scale. Fidelity reviewers may find it helpful using this annotated fidelity scale rather than the 1/7/08 version, because it includes useful reminders

Required documentation. Some items on the revised scale require documentation for programs to achieve good fidelity. A list of new documentation required is included in this document. Further, a number of sample program forms are attached.

What has stayed the same?

The scale continues to be divided into three sections: staffing, organization, and services. In addition, scoring fidelity items still uses a 5-point continuum with scores of 4 or 5 indicating good implementation. Finally, many items from the old scale are present on this latest edition, although some items have been altered.

How should the scale be used?

The supported employment scale is a quality improvement tool that programs can use to develop a plan to achieve better client outcomes. It is recommended that programs arrange for fidelity reviews by external, trained reviewers. It can be difficult to be objective while conducting the review to the degree that internal reviewers often score items incorrectly. Further, trained reviewers ensure that each fidelity item is interpreted correctly. However, if external reviewers are not available, programs can still benefit from using the scale. In some cases, an internal reviewer who is not part of the supported employment program (for example, a quality assurance director) can take time to learn about the evidence-based practice and help the program identify steps to improve fidelity to the model. The Supported Employment Fidelity Kit is highly recommended for all fidelity reviewers (see: <http://dms.dartmouth.edu/dsec>).

Data collection required for good fidelity:

To achieve good fidelity, agencies must collect and use data related to employment. For example, the IPS program should not only collect information about the percent of people working in competitive jobs, they should discuss outcomes with practitioners in an attempt to understand how they might improve outcomes. They should set goals for better outcomes and review data over time. Likewise, the agency would not only collect information about the percent of people with serious mental illness receiving services who are competitively employed, but should also share that information with all practitioners. Below is a list of data that should be collected by agencies that are implementing or sustaining supported employment programs.

1. Every six to twelve months: Quality assurance review of supported employment fidelity implementation. For example, a review of the overall fidelity score and a few specific items that the agency would like to improve. The quality assurance process should review fidelity implementation every six months until the program achieves “good fidelity” (score of 100 or above). After achieving good fidelity, the quality assurance process should review fidelity on an annual basis. See fidelity item “Executive Team Support for SE.”
2. Quarterly: Rate of competitive employment for **all** clients with serious mental illness who are served by the agency, including individuals who are not being served by the supported employment program. Competitive employment should be defined as jobs that anyone can apply for regardless of disability or no disability, competitive wages (at least minimum wage), person is paid by the employer rather than the social service agency. An exception might be when a person is hired by an agency to be a peer specialist. Another example might be if a client is hired as an employment specialist because she was the best candidate for the job. However, if the agency reserves positions (other than peer specialist) for client employment, those jobs are not considered competitive. Likewise, if clients are working in a local business but are paid through the agency, rather than the employer, those jobs are not considered competitive. Please see fidelity item “Agency Focus on Competitive Employment.”

3. Quarterly: Competitive employment outcomes for people served in the supported employment program. Please see fidelity item “Role of the Employment Supervisor.” Supervisors are encouraged to collect client outcomes, to review outcomes with their teams, and also with individual practitioners during individual supervision. Supervisors should discuss changes in outcomes and also help the team (and individuals) set goals for improved outcomes. A sample form (Attachment B) shows simple outcomes that supervisors can collect and share with the team on a monthly basis. A second sample form (Attachment C) shows program outcomes that can be collected and reviewed on a quarterly basis. It is recommended that supervisors collect data on a monthly basis to ensure accuracy. At minimum, supervisors should discuss outcomes with practitioners on a quarterly basis.
4. Ongoing: Client-specific data for the supported employment program. Please see fidelity items “Rapid Job Search”, “Diversity of Job Types” and “Diversity of Employers.” Supervisors should track the number of days from first supported employment contact to first employer contact. In addition, they should maintain a list of job titles, employers, and length of employment. An example of a form for keeping this information follows this document (Attachment D).

Documentation required for good fidelity:

- Vocational profile: Please see fidelity item “Ongoing Work-Based Assessment.” The use of a vocational assessment (or vocational profile) is not a new requirement for programs using the supported employment fidelity scale. However, the revised scale specifies that the profile should include information from the mental health treatment team, and when available, from family members and past employers. A sample vocational profile (Attachment E) includes questions that remind employment specialists to gather information from various sources. Further, in order to achieve good fidelity, programs must update the profile with each new job experience. One strategy is to develop brief forms that can be attached to the profile. Sample forms (Attachment F and Attachment G) can be used to update the profile with each job start and job end. Many VR counselors would also appreciate receiving copies of these forms for their records.

- Employer contact logs. Please see fidelity item “Job Development—Frequency of Employer Contact.” Employment specialists must keep a log of all face-to-face employer contacts that is turned into their supervisor on a weekly basis. It is important that specialists understand the types of activities that should be recorded on the logs. Further, supervisors should review some logs with employment specialists to help them plan for next steps with employers. Programs may choose to have employment specialists use one log for each week (see Attachment H) or use a separate log for each client in the job search process (see Attachment I). Either way, supervisors should review logs weekly so that they know how many employers each specialist is meeting with. Ideally, supervisors sometimes review logs with employment specialists during supervision to determine whether the quality of employer contacts recorded is good, and also to help specialists think of next steps.
- Job search plans (or education plans): Employment specialists collaborate with clients (and others) to write job search plans or education plans, depending upon each person’s goal(s). Plans should include information about the person’s work preferences and specific action steps to be taken by the employment specialist, client and others. An example is provided in Attachment M.
- Job follow-along plans. Each time a client finds employment, a new job support plan should be written and included in the client record. See Attachment J.
- Documentation of job supports. Many programs use progress notes to document job supports.
- Documentation of attempts to provide outreach to clients who are not engaged in supported employment services. For example, if a person is referred to supported employment but has not met with the employment specialist. Or if a person stops attending supported employment appointments. One solution is to ask employment specialists to document outreach attempts in progress notes. For clients just referred to the program, specialists could document outreach attempts on the back of the supported employment referral form. For example, the vocational profile face sheet (see Attachment E) is a referral form that includes space to document outreach attempts.

- Intake process includes questions about employment. Please see fidelity item, “Agency Focus on Competitive Employment.” Many agencies use intake forms for all new clients that include questions about each person’s current employment status, work history and education. However, the intake should also include questions to find out if people would be interested in a job. For example, “What are your thoughts about a job?”, “Would you be interested in learning how your benefits would be affected by a return to work”, “Are you satisfied with your current job?”, or “Are you interested in learning about a program that helps people find jobs?”
- Documentation that clients are asked about employment annually. See fidelity item, “Agency Focus on Competitive Employment.” Most agencies find it easiest to accomplish this by including questions about employment (see above) on treatment plans or annual mental health assessment updates. Some agencies document annual discussions on annual “recovery assessments” or other documents. Ideally, mental health practitioners are talking about work throughout the year, but this item ensures that practitioners use standardized questions at least once a year to begin a discussion about work.

Additional tools that may help supported employment programs

- Field Mentoring Checklist for Job Development (Attachment K): Please see fidelity item “Role of the SE Supervisor.” Documentation is not required, however, many supervisors report that this checklist provides structure for field mentoring and also helps them track specific skills that they are working on with each specialist.
- Individual client reports from work incentives planning (benefits planning): Some benefits planners do not provide written summaries of the benefits information that was provided to individual clients. However, if a summary or worksheet is available, the program may wish to request a copy for the client chart so that everyone working with the client has access to the same information.
- Disclosure worksheet (“Plan for Approaching Employers”—Attachment L): Many employment specialists have difficulty remembering all of the components of this fidelity item when they are in the field. The sample worksheet attached to this document helps specialists talk about disclosure with clients so that clients can make

an informed choice about disclosure. It is not necessary to have such a worksheet to achieve good fidelity.

Attachment B

Monthly Supported Employment Program Outcomes

Employment Specialist	Caseload Size	#/% Competitively Employed	#/% of People in School	#/% in Job Search	#/% No Contact
Team Average:	Goal: 20 or fewer Actual:	Goal: 45% or higher Actual:			

Attachment C

Quarterly Supported Employment Client Outcomes

	# Clients Enrolled in the Program	# Clients Entered the Program During the Quarter	# /% People Employed in Competitive Jobs	#/% People Searching for Work	#/% People in School
First Q: July –Sept.			Goal: Actual:		
Second Q: Oct.—Dec.			Goal: Actual:		
Third Q: Jan.-Mar.			Goal: Actual:		
Fourth Q: Apr.-June			Goal: Actual:		

	#/% People Working More Than 90 Days	#/% Jobs Ended Before 90 Days	Average Hours Per Week	#/% People Referred No Contact	#/% of Working People Transitioned to Mental Health Team
First Q: July –Sept.	Goal: Actual:	Goal: Actual:			
Second Q: Oct.-Dec.	Goal: Actual:	Goal: Actual:			
Third Q: Jan.-Mar.	Goal: Actual:	Goal: Actual:			
Fourth Q; Apr.-June	Goal: Actual:	Goal: Actual:			

Attachment D

Client-Specific Data for the Supported Employment (IPS) Program

Client Name	Employ Specialist	First Supported Employment Appointment	First Face-to-Face Employer Contact	Job Start Date	Job End Date	Job Title	Employer	Wages /Hours
<i>"Bill"</i>	<i>Alva</i>	<i>1/12/14</i>	<i>2/3/14</i>	<i>5/1/14</i>	<i>5/21/14</i>	<i>Packager</i>	<i>L & P Plastics</i>	<i>\$8/32 per week</i>
				<i>7/19/14</i>	<i>--</i>	<i>Grinder</i>	<i>Bluff Foundry</i>	<i>\$9/40 per week</i>
<i>"Tammy"</i>	<i>George</i>	<i>9/1/14</i>	<i>10/3/14</i>					

Attachment E
Vocational Profile Face Sheet/Supported Employment (IPS) Referral

Person's Name:	Client ID #:
Address:	Phone:
	Phone #2:
	Email:
Date of referral:	Primary MH worker:

Best way to reach person:

What is the person saying about work? Why does s/he want to work now? What type of job? ...

Please include some information about the person's illness (diagnosis, symptoms...). How might the person's illness (and/or substance use) affect a job?

What are some of the person's strengths? (Experience, training, personality, supports...)

What job (type of job, hours, etc) do you think would be a good match?

Person making referral

Title

Vocational Profile Face Sheet (page 2)

Attempt to engage the person referred:

Outcome:

Employment specialist

Date

Attempt to engage the person referred:

Outcome:

Employment specialist

Date

Attempt to engage the person referred:

Outcome:

Employment specialist

Date

Attempt to engage the person referred:

Outcome:

Employment specialist

Date

(Please use progress notes to document additional attempts.)

Vocational Profile (page 3)

This form is to be completed by the employment specialist during the first few weeks of meeting with a new client. Sources of information include the client, the mental health treatment team, and with permission, family members and previous employers.

The profile should be updated with each new job experience.

Work Goal

What is your dream job? What kind of work have you always wanted to do?

What are your long-term career goals?

What type of job do you think you would like to have now?

Education

What school did you attend last? What was the highest grade you completed?

How did you do in school? Were you in any special classes (honors classes or classes to help you learn better)?

Were you ever enrolled in vocational training classes?

Would you ever like to return to school? For what type of degree?

Do you have any certificates or licenses related to work?

Military Experience

What did you do in the military? Did you receive any training?

What years were you in the military?

Do you remember what type of discharge you received?

Work Experience

Most recent job:

Job title:	
Employer:	
Job duties:	
Start Date:	End Date:
How many hours per week:	
What did you like about job?	
What did you dislike?	
Reason for leaving job?	
Other info about job:	

Next most recent job:

Job title:	
Employer:	
Job duties:	
Start Date:	End Date:
How many hours per week:	
What did you like about job?	
What did you dislike?	
Reason for leaving job?	
Other info about job:	

Job title:	
Employer:	
Job duties:	
Start Date:	End Date:
How many hours per week:	
What did you like about job?	
What did you dislike?	
Reason for leaving job?	
Other info about job:	

Next most recent job:

Job title:	
Employer:	
Job duties:	
Start Date:	End Date:
How many hours per week:	
What did you like about job?	
What did you dislike?	
Reason for leaving job?	
Other info about job:	

Please use additional sheets for other jobs.

Current Adjustment

Has anyone ever told you what type of mental illness you have?

How does your mental illness affect you?

What are the first signs that you may be experiencing a symptom flare-up?

How do you cope with your symptoms?

What medicines do you take and when do you take them?

Physical Health

How is your physical health? Do you have any health problems?

Do you have any problems with standing for long periods? Sitting? Climbing stairs? Lifting?

How is your endurance? How many hours could you work each day? Each week?

Getting Ready for a Job

Do you have a place to bathe or shower?

Do you have the clothes you'll need for a job? For interviews?

Do you have an alarm clock?

Do you have two forms of ID? Picture ID, social security card...?

How might you get to a job?

Interpersonal Skills

How well do you get along with other people?

Would you care for a job that involved working with the public?

Where do you live and with whom do you live?

Who do you spend time with? How often do you see or talk to them?

Who would you like to involve in your employment plan? Who would you like to help provide supports as you go back to work?

Work Skills

How have you found jobs in the past?

What work skills have you learned from other jobs?

What hobbies or interests do you have?

How do you spend your free time?

What type of work do you think you would be good at?

Why do you want to work now?

Is there anything that worries you about going back to work?

Benefits

Do you receive any of the following benefits?

- SSI SSDI Housing Subsidy Food Stamps TANF
- Retirement from previous job VA benefits (combat related? _____)
- Spouse or dependent child receives benefits
- Medicaid Medicare Other health benefits: _____
- I'm not sure

How would your benefits be affected by a return to work?

Do you manage your own money?

Disclosure

Employment specialist: please explain that each person using supported employment services can decide whether or not their specialist will contact employers on their behalf.

What might be some of the advantages of having an employment specialist contact employers on your behalf?

What might be some of the disadvantages?

Are there any things that you would **not** want your employment specialist to share with an employer?

Do you know whether or not you would like your specialist to go ahead and contact employers on your behalf? (It is ok to change your mind at any time):

If you decided that the specialist should not contact employers, what things would you like him or her to do in order to help you find a job?

- help with job leads help filling out applications help writing a resume
 - rides to job interviews help practicing job interview questions and answers
 - information about local employers: types of jobs, hiring preferences, etc.
 - other:
-

Substance Use

How much alcohol do you drink?

How often?

Is there a particular time of day?

What drugs do you, or have you, used?

How often?

Criminal Record

Have you ever been arrested?

Have you ever been convicted of a crime?

_____ Year: _____ Felony or misdemeanor? _____

_____ Year: _____ Felony or misdemeanor? _____

_____ Year: _____ Felony or misdemeanor? _____

_____ Year: _____ Felony or misdemeanor? _____

_____ Year: _____ Felony or misdemeanor? _____

Do you have any legal charges pending?

Daily Activity

What is a typical day like for you from the time you get up until you go to bed?

Are there places in your neighborhood that you like to go to?

Do you belong to clubs, groups, a church...?

What are your typical sleep hours?

What part of the day are you at your best?

Networking Contacts

Family:

Friends:

Previous employers:

Others:

Additional information from Family, Previous Employers or Others (e.g., client strengths, ideas for jobs, thoughts about job supports...):

Other information:

Completed by:

_____ Date: _____

Attachment F
JOB START REPORT

Client: _____

Employment
Specialist: _____

Case Manager: _____

VR Counselor: _____

First date of work: _____

Job Title: _____

Duties: _____

Rate of pay: _____

Benefits: _____

Union position: Yes; No

Hours per week: _____

Disclosure: Yes-consumer has agreed to employer contact and
has signed a release
 No-consumer does not want employer contact

Name of business: _____

Address: _____

Name of supervisor: _____

Staff signature and credentials

Date

**Attachment G
JOB END REPORT**

Job:

Job Title: _____ Employer: _____

Job Start Date: _____ Job End Date: _____

Job Duties (if changed since start date): _____

Work hours (include any changes): _____

Reason for job end:

Quit for a better job Quit—symptoms Quit for another reason Terminated

Consumer's perspective regarding job end: _____

Staff comments regarding job end: _____

Employer comments: _____

Type of support provided: _____

Type of supervision at work site: _____

Does consumer wish to look for another job/what kind? _____

Client's preferences regarding disclosure on next job: _____

Staff Signature

Date

Attachment H—Employer Contact Log

Employment Specialist: _____ Week starting on: _____

- An employer contact is defined as speaking to an employer **in person**. The purpose should be to learn about the employer, advocate for a client, and/or talk about the supports you can offer. Other examples of employer contacts include sitting in on interviews and making follow-up contacts regarding job applications. Each contact with an employer counts; so if you talk to the same employer twice in one week, please fill in two lines.
- There are some job search activities that should **not** be recorded on this form. These include contacting employers *only* to ask about job openings, helping clients send in resumes or helping clients apply for jobs without speaking in-person to a manager. Contacts made by clients without your presence should not be recorded on this sheet.

1. Client: _____ Employer: _____

w/client w/o client; interview. Notes and plans to follow up with employer:

2. Client: _____ Employer: _____

w/client w/o client; interview. Notes and plans to follow up with employer:

3. Client: _____ Employer: _____

w/client w/o client; interview. Notes and plans to follow up with employer:

4. Client: _____ Employer: _____

w/client w/o client; interview. Notes and plans to follow up with employer:

Employer Contact Log (backside)

5. Client: _____ Employer: _____

w/client w/o client; interview. Notes and plans to follow up with employer:

6. Client: _____ Employer: _____

w/client w/o client; interview. Notes and plans to follow up with employer:

7. Client: _____ Employer: _____

w/client w/o client; interview. Notes and plans to follow up with employer:

8. Client: _____ Employer: _____

w/client w/o client; interview. Notes and plans to follow up with employer:

Supervisor's Signature: _____ Date: _____

Attachment I - EMPLOYER CONTACT FORM

Employment Specialist: _____ for Client: _____

1. Business/Location: _____ **Date of contact:** _____

Name of contact: _____ Does this person have hiring responsibilities? Yes ; No ; Unsure

Purpose of the contact: _____

Information learned about business or other notes: _____

(use back for additional notes)

Outcome/plan to follow up: _____

2. Business/Location: _____ **Date of contact:** _____

Name of contact: _____ Does this person have hiring responsibilities? Yes ; No ; Unsure

Purpose of the contact: _____

Information learned about business or other notes: _____

(use back for additional notes)

Outcome/plan to follow up: _____

Additional notes for business #1:

Additional notes for business #2:

Attachment J

Job Follow-Along Plans

The treatment plan forms that programs use vary depending on payers, accrediting organizations, and so forth. However, there are some basis elements that should be included in all individualized job support plans: a goal in the person's own words, some basic information about the job, and clear statements about the type and frequency of job supports. A simple rule for individualized plans is that even if the person's name were removed, the employment specialist and other staff would be able to easily identify the person whose plan it is. Below is an example of an individualized follow-along plan.

Goal (in person's own words): "I feel good about having a job again. I hope my new supervisor is more understanding. I'm going to try to get along with my supervisor and hang onto this position for longer than my last job."

Job: Alva starts work next week at a diner. She'll be doing food prep from 3PM to 8PM, Thursday through Saturday. Her job also includes making ice tea and keeping the salad bar stocked and clean.

Objective: Alva will successfully negotiate job issues with her supervisor.

- Employment specialist will meet with Alva and her supervisor every two weeks for the first six weeks. They'll discuss Alva's progress on the job and any issues that she may need to improve. These meetings will also provide Alva an opportunity to talk about how the job is going from her perspective. After six weeks, Alva, the supervisor and employment specialist will decide if they can decrease the frequency of the meetings.
- Employment specialist and Alva will meet together outside of the workplace at least once a week to talk about how the job is going. If there are any issues on the job, employment specialist and Alva will role-play ways that Alva can talk about these issues with her boss.

Objective: Alva will be able to get to work each day that she is scheduled.

- Employment specialist will take the bus to work with Alva the first 2 days that she is scheduled to work. Alva will take the bus on her own after that.
- Alva's case manager will help her purchase monthly bus passes.

Objective: Alva will not use alcohol during the day before going to work at 3PM.

- Alva and her employment specialist will review progress on this objective during weekly meetings.
- Alva's case manager will help her manage her work income so that she isn't tempted to drink more because of the extra income.
- Alva will continue going to her IDDT group so that she can talk about her plans to decrease the amount of alcohol she drinks.

Field Mentoring Checklist for Job Development

Date: _____ Employment specialist: _____

(Employment specialist & supervisor should complete together.)

I. Review of follow up from last field mentoring.

II. Goal (ES & Supervisor complete together before going out)

Today we will focus on refining or developing the following skill(s):

III. Activities (ES & Supervisor complete together before going out)

1. Employer: _____ Client in mind: _____

Will supervisor facilitate the meeting (modeling for ES) or will ES lead the conversation? _____

Purpose of contact:

- Introduction of ES, Learn about the business, Advocate for client,
 Provide info about SE program, Continued contact to strengthen
relationship with employer, Other: _____

Preparation for visit:

- questions for employer have been developed
 research on company has been completed
 ES or supervisor is prepared to talk about client strengths/fit for employer
 ES or supervisor has prepared opening remark
 other: _____

We will know we are successful if: _____

2. Employer: _____ Client in mind: _____

Will supervisor facilitate the meeting (modeling for ES) or will ES lead the conversation? _____

Purpose of contact:

- Introduction of ES, Learn about the business, Advocate for client,
 Provide info about SE program, Continued contact to strengthen
relationship with employer, Other: _____

Preparation for visit:

- questions for employer have been developed
 research on company has been completed
 ES or supervisor is prepared to talk about client strengths/fit for employer
 ES or supervisor has prepared opening remark
 other: _____

We will know we are successful if: _____

3. Employer: _____ Client in mind: _____

Will supervisor facilitate the meeting (modeling for ES) or will ES lead the conversation? _____

Purpose of contact:

- Introduction of ES, Learn about the business, Advocate for client,
 Provide info about SE program, Continued contact to strengthen
relationship with employer, Other: _____

Preparation for visit:

- questions for employer have been developed
 research on company has been completed
 ES or supervisor is prepared to talk about client strengths/fit for employer
 ES or supervisor has prepared opening remark
 other: _____

We will know we are successful if: _____

(Use additional pages, as needed)

IV. Feedback (ES & Supervisor complete together at end of field mentoring)

- a. Strengths observed during field mentoring:

- b. Obstacles encountered:

- c. Could alternative interventions/approaches have been used?

We role played the following alternatives:

- d. What did the supervisor learn from the ES?

V. Plan for Follow-up

-
-
- (Remember to complete employer contact log for these visits)
- Next date for field mentoring: _____

Attachment L

PLAN FOR APPROACHING EMPLOYERS

Some people who use supported employment services ask their employment specialist to talk to employers on their behalf. For instance, if a person was interested in factory jobs, the employment specialist might go out to meet some managers of factories to learn more about their jobs and to talk about the reasons that the person would be a good worker. When employment specialists talk to employers, they usually tell the employer that they work for an employment program at a mental health center. Sometimes this strategy helps people find work a little more quickly or helps people find a very specific type of job. Further, if a person gets hired, the employment specialist can help talk to the employer if there is ever a problem.

Other people who use supported employment services do not give the employment specialist permission to talk to employers on their behalf. Instead they may ask for help with job leads, filling out applications, practicing interviewing skills or other things that can help them find a job. People use this strategy when they don't want employers to know they are working with a supported employment program. Many people find that they are successful with jobs by using this approach.

Either option is fine. You should pick the strategy that feels most comfortable to you. It's also ok to change your mind at any time during the job search or after you are hired.

It's important for you and your employment specialist to talk about the possible pros and cons introducing the employment specialist to employers. The reasons that some people would not want to use this approach include:

- Some people are fearful that employers won't hire them if their disability is known. It's true that there is stigma about mental illness and that some employers probably do discriminate. It's also true that some employers are interested in working with programs like supported employment.
- Some people don't mind if their supervisor knows they are working with a program, but they wouldn't want their co-workers to find out. The employment specialist could ask your supervisor to keep this information confidential, but there aren't any guarantees that the information won't slip out.
- Some people say that they don't want to use disclosure because they are working on recovery and want to take on more responsibility, such as dealing with a supervisor, themselves.
- Some people just don't feel that this type of help is necessary. They feel pretty sure that they can be successful with a job without the employment specialist talking to employers.

The reasons that a person might want the employment specialist to talk to employers could include:

- To get extra help with a job search. Employment specialists can talk to employers about the reasons that you would be a good employee, can find out more about the available jobs and can try to set up interviews with employers.
- To get extra feedback about your work performance. Some employers don't give their employees much feedback about their work performance. Extra feedback can help a worker improve his or her performance and succeed at work.
- To ask the boss for help with a job problem. For example, if you took a job and then found out that the hours were too much for you, your employment specialist could ask the employer to decrease your hours. The employer might say no, but there is a possibility that the employer would agree. Your employment specialist can give you other examples.

You probably have your own personal feelings about disclosure. Try working on the table below with your employment specialist.

Possible Advantages of Disclosure	Possible Disadvantages of Disclosure

When employment specialists talk to employers, it is usually possible for them to keep some things private. For example, some people don't want their employment specialist to share information like diagnosis or medications. Talk this over with your employment specialist and write down the things that you wouldn't want the specialist to share with an employer.

If you think that you might want your employment specialist to speak with employers, the two of you should discuss what he or she might say. For example, if a person thought he might be anxious at first, the employment specialist could say, "He might have a little difficulty with concentration at first because he is anxious about doing a good job. However, after a couple of weeks, I'm sure that he will be accustomed to the job and his concentration will be fine." You and your employment specialist should **stop here** and talk about some of the things that he or she might say to employers.

For now, what is your preference about approaching employers?

- I don't want my employment specialist to talk to employers.
- I am not sure right now and I would like some more time to think about this and receive some more information.
- I don't want my employment specialist to share information about me with employers. However, if my employment specialist is talking to an employer who has the type of jobs that I like and s/he hears about a good job lead, I'd like to hear about that. Maybe I'll decide to disclose for that employer.
- It's fine with me if my employment specialist talks to employers on my behalf.

Client _____ Date _____

Employment specialist _____ Date _____

Attachment M

Job Search (and/or Education) Plans

The treatment plan forms that programs use vary depending on payers, accrediting organizations, and so forth. However, there are some basic elements that should be included in all individualized plans: a goal in the person's own words, some basic information about the type of job or education desired, and clear statements about the type and frequency of supports that will be provided by the employment specialist. A simple rule for individualized plans is that even if the person's name were removed, the employment specialist and other staff would be able to easily identify the person whose plan it is. Below is an example of an individualized employment/education plan:

Goal (in person's own words): "I need a job right away so that I can get out of the house and stop feeling so depressed. I'd like a job working with people. Part-time would be good. But I don't want a minimum wage job forever. I need to finish my GED so that I can eventually go to JVS for training and get a good job."

Objective: Pete will find a part-time job.

- Pete and employment specialist will come up with a list of employers near his home that have jobs that would allow him to work with people.
- Pete and employment specialist will meet with Pete's father to talk about the list (see above) and see if he has any ideas about a job. They'll also ask Pete's father if he has any contacts that would help.
- Employment specialist will meet with at least two employers each week that may have the types of jobs in which Pete is interested. Employment specialist will share information about the jobs with Pete, and also advocate for employers to meet Pete.
- Employment specialist and Pete will gather together Pete's work history and references to develop a simple resume.
- Pete and employment specialist will go out together at least once a week to apply for jobs together.

Objective: Pete will obtain his GED.

- Employment specialist and Pete will make an appointment to visit a GED program together. They'll meet with the teacher and find out information about the class schedule, books that Pete may need, etc. They will have this meeting before Aug. 1.
- Pete will attend GED at least two mornings each week. He'll also try to study on his own for at least one hour each week.
- Employment specialist and Pete will talk about GED progress each week when they get together. If Pete has any problems, they may schedule a time to talk to the teacher again.

Attachment A
SUPPORTED EMPLOYMENT (IPS) FIDELITY SCALE*
1/7/08

Rater: _____ **Site:** _____ **Date:** _____ **Total Score:** _____

Directions: Circle one anchor number for each criterion.

Criterion

Data
Source**

Anchor

Staffing

1. Caseload size: Employment specialists have individual employment caseloads. The maximum caseload for any full-time employment specialist is 20 or fewer clients.

MIS,
DOC, INT

- 1= Ratio of 41 or more clients per employment specialist.
- 2= Ratio of 31-40 clients per employment specialist.
- 3= Ratio of 26-30 clients per employment specialist.
- 4= Ratio of 21-25 clients per employment specialist.
- 5= Ratio of 20 or fewer clients per employment specialist.

Note: Caseload size for highest fidelity has been changed from "25 or fewer clients" on the previous scale, to "20 or fewer clients" on this current scale.

2. Employment services staff: Employment specialists provide only employment services.

MIS, DOC
INT

- 1= Employment specialists provide employment services less than 60% of the time.
- 2= Employment specialists provide employment services 60 - 74% of the time.
- 3= Employment specialists provide employment services 75 - 89% of the time.
- 4= Employment specialists provide employment services 90 - 95% of the time.
- 5= Employment specialists provide employment services 96% or more of the time.

Notes: Anchors have changed. The program may receive the highest fidelity rating even if employment specialists spend a small amount of their time (4%) on non-employment duties. For a rating of "5" on previous scale, employment specialists could not spend any time on non-employment activities.

*Formerly called IPS Model Fidelity Scale

**See end of document for key

3. Vocational generalists: Each employment specialist carries out all phases of employment service, including intake, engagement, assessment, job placement, job coaching, and follow-along supports before step down to less intensive employment support from another MH practitioner. (Note: It is not expected that each employment specialist will provide benefits counseling to their clients. Referrals to a highly trained benefits counselor are in keeping with high fidelity, see Item # 1 in “Services.”)

MIS, DOC,
INT, OBS

Notes: This item now specifies that employment specialists should conduct intake appointments. Also, employment specialists do not necessarily provide benefits planning if another trained person is available. Finally, this item now indicates that mental health practitioners may assume the lead on providing long-term job supports after steady employment. See “Time-unlimited follow-along supports”.

ORGANIZATION

1. Integration of rehabilitation with mental health treatment thru team assignment: Employment specialists are part of up to 2 mental health treatment teams from which at least 90% of the employment specialist’s caseload is comprised.

MIS, DOC,
INT, OBS

Notes: This is a new item. The previous fidelity scale did not specify the maximum number of teams (or other referral sources) from which employment specialists receive referrals nor did it specify that the majority of their caseload should be comprised of clients from these teams. The intent is to ensure that the number of people with whom the employment specialists must coordinate services is manageable.

- 1= Employment specialist only provides vocational referral service to vendors and other programs.
- 2= Employment specialist maintains caseload but refers clients to other programs for vocational services.
- 3= Employment specialist provides one to four phases of the employment service (e.g. intake, engagement, assessment, job development, job placement, job coaching, and follow along supports).
- 4= Employment specialist provides five phases of employment service but not the entire service.
- 5= Employment specialist carries out all six phases of employment service (e.g. program intake, engagement, assessment, job development/job placement, job coaching, and follow-along supports).

- 1= Employment specialists are part of a vocational program that functions separately from the mental health treatment.
- 2= Employment specialists are attached to three or more mental health treatment teams. OR Clients are served by individual mental health practitioners who are not organized into teams. OR Employment specialists are attached to one or two teams from which less than 50% of the employment specialist’s caseload is comprised.
- 3= Employment specialists are attached to one or two mental health treatment teams, from which at least 50 - 74% of the employment specialist’s caseload is comprised.
- 4= Employment specialists are attached to one or two mental health treatment teams, from which at least 75 - 89% of the employment specialist’s caseload is comprised.
- 5= Employment specialists are attached to one or two mental health treatment teams, from which 90 - 100% of the employment specialist’s caseload is comprised.

2. Integration of rehabilitation with mental health treatment thru frequent team member contact:

MIS, DOC
INT, OBS

Employment specialists actively participate in weekly mental health treatment team meetings (not replaced by administrative meetings) that discuss individual clients and their employment goals with shared decision-making. Employment specialist's office is in close proximity to (or shared with) their mental health treatment team members. Documentation of mental health treatment and employment services is integrated in a single client chart. Employment specialists help the team think about employment for people who haven't yet been referred to supported employment services.

Notes: This item is similar to "Integration of rehabilitation with mental health treatment" from the previous scale though anchors have changed. This item specifies that employment specialists should have office space close to mental health practitioners, that client records should be integrated, and that employment specialists should help the mental health team consider employment for individuals who have not yet been referred to the supported employment program.

3. Collaboration between employment specialists and Vocational Rehabilitation counselors:

DOC, INT
OBS, ISP

The employment specialists and VR counselors have frequent contact for the purpose of discussing shared clients and identifying potential referrals.

Notes: This is a new item. The intent is to recognize the knowledge, resources and experience that VR can bring to supported employment. Also to ensure that practitioners are working as a team so that clients have well coordinated services.

1= One or none is present.

2= Two are present

3= Three are present.

4= Four are present.

5= Five are present.

All five key components are present.

- Employment specialist attends weekly mental health treatment team meetings.
- Employment specialist participates actively in treatment team meetings with shared decision-making.
- Employment services documentation (i.e., vocational assessment/profile, employment plan, progress notes) is integrated into client's mental health treatment record.
- Employment specialist's office is in close proximity to (or shared with) their mental health treatment team members.
- Employment specialist helps the team think about employment for people who haven't yet been referred to supported employment services.

1= Employment specialists and VR counselors have client-related contacts (phone, e-mail, in person) less than quarterly to discuss shared clients and referrals. OR Employment specialists and VR counselors do not communicate.

2= Employment specialists and VR counselors have client-related contacts (phone, e-mail, in person) at least quarterly to discuss shared clients and referrals.

3= Employment specialists and VR counselors have client-related contacts (phone, e-mail, in-person) monthly to discuss shared clients and referrals.

4= Employment specialists and VR counselors have scheduled, face-to-face

4. Vocational unit: At least 2 full-time employment specialists and a team leader comprise the employment unit. They have weekly client-based group supervision following the supported employment model in which strategies are identified and job leads are shared. They provide coverage for each other's caseload when needed. MIS, INT, OBS

Notes: This item has changed. The vocational unit must now consist of at least 2 full-time employment specialists. If a program is in a rural area so that employment specialists are based in separate locations, they may not be able to help each other with clients or meet weekly. In those situations, the team could still achieve good fidelity, "4", by meeting at least twice a month (if the mental health practitioners were available to help with some employment duties).

If a program has only one employment specialist, the program would not be able to meet good fidelity for this item, however, the agency might be able to help the specialist by collaborating with other employment programs in the area. Even if the other programs do not utilize the individual placement and support (IPS) approach, the specialist might benefit from talking to peers about job development and working with employers...however if the other teams do not utilize the IPS approach or the IPS supervisor is not involved in the meetings, the score would not be higher than a 2.

meetings at least quarterly, OR have client-related contacts (phone, e-mail, in person) weekly to discuss shared clients and referrals.

- 5= Employment specialists and VR counselors have scheduled, face-to-face meetings at least monthly and have client-related contacts (phone, e-mail, in person) weekly to discuss shared clients and referrals.
- 1= Employment specialists are not part of a vocational unit.
- 2= Employment specialists have the same supervisor but do not meet as a group. They do not provide back-up services for each other's caseload.
- 3= Employment specialists have the same supervisor and discuss clients between each other on a weekly basis. They provide back-up services for each other's caseloads as needed. OR, If a program is in a rural area where employment specialists are geographically separate with one employment specialist at each site, the employment specialists meet 2-3 times monthly with their supervisor by teleconference.
- 4= At least 2 employment specialists and a team leader form an employment unit with 2-3 regularly scheduled meetings per month for client-based group supervision in which strategies are identified and job leads are shared and discuss clients between each other. They provide coverage for each other's caseloads when needed. OR, If a program is in a rural area where employment specialists are geographically separate with one employment specialist at each site, the employment specialists meet 2-3 times per month with their supervisor in person or by teleconference and mental health practitioners are available to help the employment specialist with activities such as taking someone to work or picking up job applications.
- 5= At least 2 full-time employment specialists and a team leader form an employment unit with weekly client-based group supervision based on the supported employment model in which strategies are identified and job leads are shared. They provide coverage for each other's caseloads when needed.

5. Role of employment supervisor: Supported employment unit is led by a supported employment team leader. Employment specialists' skills are developed and improved through outcome-based supervision. All five key roles of the employment supervisor are present.

MIS, INT,
DOC, OBS

1= One or none is present.

2= Two are present.

3= Three are present.

4= Four are present.

5= Five are present.

Notes: This is a new item. The supervisor's role is critical in the development of good supported employment services. This item specifies good supervisor practices and also encourages agencies to protect the supervisor's time so that s/he can focus on staff development and supported employment practices. See Attachments B, C, K.

Five key roles of the employment supervisor:

- One full-time equivalent (FTE) supervisor is responsible for no more than 10 employment specialists. The supervisor does not have other supervisory responsibilities. (Program leaders supervising fewer than ten employment specialists may spend a percentage of time on other supervisory activities on a prorated basis. For example, an employment supervisor responsible for 4 employment specialists may be devoted to SE supervision half time.)
- Supervisor conducts weekly supported employment supervision designed to review client situations and identify new strategies and ideas to help clients in their work lives.
- Supervisor communicates with mental health treatment team leaders to ensure that services are integrated, to problem solve programmatic issues (such as referral process, or transfer of follow-along to mental health workers) and to be a champion for the value of work. Attends a meeting for each mental health treatment team on a quarterly basis.
- Supervisor accompanies employment specialists, who are new or having difficulty with job development, in the field monthly to improve skills by observing, modeling, and giving feedback on skills, e.g., meeting employers for job development.
- Supervisor reviews current client outcomes with employment specialists and sets goals to improve program performance at least quarterly.

6. Zero exclusion criteria: All clients interested in working have access to supported employment services regardless of job readiness factors, substance abuse, symptoms, history of violent behavior, cognition impairments, treatment non-adherence, and personal presentation. These apply during supported employment services too. Employment specialists offer to help with another job when one has ended, regardless of the reason that the job ended or number of jobs held. If VR has screening criteria, the mental health agency does not use them to exclude anybody. Clients are not screened out formally or informally.

DOC, INT
OBS

Notes: This item has been expanded to include clients whose jobs end while in the supported employment program (see "Jobs as transitions" from previous scale). Further, the item now stipulates that the supported employment program should serve all interested individuals with serious mental illness, even those who are not eligible for VR services. Finally, this item now considers formal *and informal* screening by mental health practitioners and the supported employment (IPS) team.

7. Agency focus on competitive employment: Agency promotes competitive work through multiple strategies. Agency intake includes questions about interest in employment. Agency displays written postings (e.g., brochures, bulletin boards, posters) about employment and supported employment services. The focus should be with the agency programs that provide services to adults with severe mental illness. Agency supports ways for clients to share work stories with other clients and staff. Agency measures rate of competitive employment and shares this information with agency leadership and staff.

DOC, INT,
OBS

Notes: This is a new item. The intent is for all clients to have opportunities to consider how work might fit into their lives and be a part of their recovery.

- 1= There is a formal policy to exclude clients due to lack of job readiness (e.g., substance abuse, history of violence, low level of functioning, etc.) by employment staff, case managers, or other practitioners.
- 2= Most clients are unable to access supported employment services due to perceived lack of job readiness (e.g., substance abuse, history of violence, low level of functioning, etc.).
- 3= Some clients are unable to access supported employment services due to perceived lack of job readiness (e.g., substance abuse, history of violence, low level of functioning, etc.).
- 4= No evidence of exclusion, formal or informal. Referrals are not solicited by a wide variety of sources. Employment specialists offer to help with another job when one has ended, regardless of the reason that the job ended or number of jobs held.
- 5= All clients interested in working have access to supported employment services. Mental health practitioners encourage clients to consider employment, and referrals for supported employment are solicited by many sources. Employment specialists offer to help with another job when one has ended, regardless of the reason that the job ended or number of jobs held.

- 1= One or none is present.
- 2= Two are present.
- 3= Three are present.
- 4= Four are present.
- 5= Five are present.

Agency promotes competitive work through multiple strategies:

- Agency intake includes questions about interest in employment.
- Agency includes questions about interest in employment on all annual (or semi-annual) assessment or treatment plan reviews.

*Formerly called IPS Model Fidelity Scale

**See end of document for key

Note: In order to receive credit for the last item, agencies must measure employment for ALL people with serious mental illness served by the agency—not only those enrolled in the supported employment (IPS) program.

8. Executive team support for SE: Agency executive team members (e.g., CEO/Executive Director, Chief Operating Officer, QA Director, Chief Financial Officer, Clinical Director, Medical Director, Human Resource Director) assist with supported employment implementation and sustainability. All five key components of executive team support are present. DOC, INT, OBS

Notes: This is a new item. The intent is to encourage many people in the agency (not only staff from the supported employment program) to help with implementation. It is also intended to involve people who are empowered to make change. One lesson learned from the National Evidence-Based Practice Project is that commitment from the top of the agency down is critical for good program implementation.

- Agency displays written postings (e.g., brochures, bulletin boards, posters) about working and supported employment services, in lobby and other waiting areas.
- Agency supports ways for clients to share work stories with other clients and staff (e.g., agency-wide employment recognition events, in-service training, peer support groups, agency newsletter articles, invited speakers at client treatment groups, etc.) at least twice a year.
- Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff.

1= One is present.

2= Two are present.

3= Three are present.

4= Four are present.

5= Five are present.

- Executive Director and Clinical Director demonstrate knowledge regarding the principles of evidence-based supported employment.
- Agency QA process includes an explicit review of the SE program, or components of the program, at least every 6 months through the use of the Supported Employment Fidelity Scale or until achieving high fidelity, and at least yearly thereafter. Agency QA process uses the results of the fidelity assessment to improve SE implementation and sustainability.
- At least one member of the executive team actively participates at SE leadership team meetings (steering committee meetings) that occur at least every six months for high fidelity programs and at least quarterly for programs that have not yet achieved high fidelity. Steering committee is defined as a diverse group of stakeholders charged with reviewing fidelity, program implementation, and the service delivery system. Committee develops written action plans aimed at developing or sustaining high fidelity services.

- The agency CEO/Executive Director communicates how SE services support the mission of the agency and articulates clear and specific goals for SE and/or competitive employment to all agency staff during the first six months and at least annually (i.e., SE kickoff, all-agency meetings, agency newsletters, etc.). This item is not delegated to another administrator.
- SE program leader shares information about EBP barriers and facilitators with the executive team (including the CEO) at least twice each year. The executive team helps the program leader identify and implement solutions to barriers.

SERVICES

1. Work incentives planning: All clients are offered assistance in obtaining comprehensive, individualized work incentives planning before starting a new job and assistance accessing work incentives planning thereafter when making decisions about changes in work hours and pay. Work incentives planning includes SSA benefits, medical benefits, medication subsidies, housing subsidies, food stamps, spouse and dependent children benefits, past job retirement benefits and any other source of income. Clients are provided information and assistance about reporting earnings to SSA, housing programs, VA programs, etc., depending on the person's benefits.

Notes: This is a new item. There is evidence that people are more likely to return to work when they have access to accurate, individualized information about earned income and benefits. A key to this item is that the people providing benefits planning must be well trained and able to provide information about each individual's personal situation.

- 1= Work incentives planning is not readily available or easily accessible to most clients served by the agency.
- 2= Employment specialist gives client contact information about where to access information about work incentives planning.
- 3= Employment specialist discusses with each client changes in benefits based on work status.
- 4= Employment specialist or other MH practitioner offer clients assistance in obtaining comprehensive, individualized work incentives planning by a person trained in work incentives planning prior to client starting a job.
- 5= Employment specialist or other MH practitioner offer clients assistance in obtaining comprehensive, individualized work incentives planning by a specially trained work incentives planner prior to starting a job. They also facilitate access to work incentives planning when clients need to make decisions about changes in work hours and pay. Clients are provided information and assistance about reporting earnings to SSA, housing programs, etc., depending on the person's benefits.

2. Disclosure: Employment specialists provide clients with accurate information and assist with evaluating their choices to make an informed decision regarding what is revealed to the employer about having a disability.

DOC, INT
OBS

1= None is present.

2= One is present.

3= Two are present.

4= Three are present.

5= Four are present.

Notes: This is a new item. Client preferences are an important component of supported employment. Therefore, clients should have choice about disclosure of disability. Further, the program should help clients make an informed decision regarding what is revealed when disclosure is used. Because this item is multi-faceted, it is recommended that supervisors go into the field with employment specialists to demonstrate and observe discussions about disclosure. See Attachment L.

- Employment specialists do not require all clients to disclose their psychiatric disability at the work site in order to receive services.

- Employment specialists offer to discuss with clients the possible costs and benefits (pros and cons) of disclosure at the work site in advance of clients disclosing at the work site. Employment specialists describe how disclosure relates to requesting accommodations and the employment specialist's role communicating with the employer.

- Employment specialists discuss specific information to be disclosed (e.g., disclose receiving mental health treatment, or presence of a psychiatric disability, or difficulty with anxiety, or unemployed for a period of time, etc.) and offers examples of what could be said to employers.

- Employment specialists discuss disclosure on more than one occasion (e.g., if clients have not found employment after two months or if clients report difficulties on the job.)

3. Ongoing, work-based vocational assessment: Initial vocational assessment occurs over 2-3 sessions and is updated with information from work experiences in competitive jobs. A vocational profile form that includes information about preferences, experiences, skills, current adjustment, strengths, personal contacts, etc, is updated with each new job experience. Aims at problem solving using environmental assessments and consideration of reasonable accommodations. Sources of information include the client, treatment team, clinical records, and with

DOC, INT,
OBS, ISP

1= Vocational evaluation is conducted prior to job placement with emphasis on office-based assessments, standardized tests, intelligence tests, work samples.

2= Vocational assessment may occur through a stepwise approach that includes: prevocational work experiences (e.g., work units in a day program), volunteer jobs, or set aside jobs (e.g., NISH jobs agency-run businesses, sheltered workshop jobs, affirmative businesses, enclaves).

3= Employment specialists assist clients in finding competitive jobs directly without systematically reviewing interests, experiences, strengths,

the client's permission, from family members and previous employers.

Notes: This item has been altered, though the basic tenet is the same: that employment specialists and clients learn from the person's experiences on competitive jobs, rather than vocational evaluations or situational assessments. One change is that specialists are encouraged to spend a few weeks building a relationship and having discussions with the person rather than treating the vocational assessment (profile) as a questionnaire that must be completed in one session. Another change is that the assessment should be updated with each new job experience. Finally, that the profile should include information from multiple sources including the person, the mental health team and, when possible, family members and previous employers. See Attachments E, F, G.

4. Rapid job search for competitive job: Initial employment assessment and first face-to-face employer contact by the client or the employment specialist about a competitive job occurs within 30 days (one month) after program entry.

DOC, INT,
OBS, ISP

Notes: This item now specifies that the employment specialist or client should have *face-to-face* contact with an employer within a month of entering the supported employment program. The anchors have also changed. For example, the anchor for "4" now indicates that first face-to-face contact with an employer is on average between 31 and 60 days (rather than between one month and six months from the previous scale). A final change to this item is that supervisors are asked to track the number of days to first employer contact on an ongoing basis. See Attachment D.

etc. and do not routinely analyze job loss (or job problems) for lessons learned.

- 4= Initial vocational assessment occurs over 2-3 sessions in which interests and strengths are explored. Employment specialists help clients learn from each job experience and also work with the treatment team to analyze job loss, job problems and job successes. They do not document these lessons learned in the vocational profile, OR The vocational profile is not updated on a regular basis.
- 5= Initial vocational assessment occurs over 2-3 sessions and information is documented on a vocational profile form that includes preferences, experiences, skills, current adjustment, strengths, personal contacts, etc. The vocational profile form is used to identify job types and work environments. It is updated with each new job experience. Aims at problem solving using environmental assessments and consideration of reasonable accommodations. Sources of information include the client, treatment team, clinical records, and with the client's permission, from family members and previous employers. Employment specialists help clients learn from each job experience and also work with the treatment team to analyze job loss, job problems and job successes.

- 1= First face-to-face contact with an employer by the client or the employment specialist about a competitive job is on average 271 days or more (> 9 mos.) after program entry.
- 2= First face-to-face contact with an employer by the client or the employment specialist about a competitive job is on average between 151 and 270 days (5-9 mos.) after program entry.
- 3= First face-to-face contact with an employer by the client or the employment specialist about a competitive job is on average between 61 and 150 days (2-5 mos.) after program entry.
- 4= First face-to-face contact with an employer by the client or the employment specialist about a competitive job is on average between 31 and 60 days (1-2 mos.) after program entry.
- 5= The program tracks employer contacts and the first face-to-face contact with an employer by the client or the employment specialist about a competitive job is on average within 30 days (one month) after program entry.

5. Individualized job search: Employment specialists make employer contacts aimed at making a good job match based on clients' preferences (relating to what each person enjoys and their personal goals) and needs (including experience, ability, symptomatology, health, etc.) rather than the job market (i.e., those jobs that are readily available). An individualized job search plan is developed and updated with information from the vocational assessment/profile form and new job/educational experiences.

DOC, INT
OBS, ISP

Notes: This item now indicates that employment specialists should develop individualized job search plans with each client. For example, client quotes help individualize plans, as do specific job goals including the type of job, work schedules or any other important preferences. The plans should specify steps that will be taken by the specialist and the client to find a job. See Attachment M. Reviewers should also consider whether or not an agency hires clients in various "competitive positions" within the agency. If a large number of people are working for the agency, reviewers might question whether the job search is individualized, or if specialists are relying on jobs that are quasi-sheltered.

6. Job development - Frequent employer contact: Each employment specialist makes at least 6 face to-face employer contacts per week on behalf of clients looking for work. (Rate for each then calculate average and use the closest scale point.) An employer contact is counted even when an employment specialist meets the same employer more than one time in a week, and when the client is present or not present. Client-specific and generic contacts are included. Employment specialists use a weekly tracking form to document employer contacts.

DOC, INT

- 1= Less than 25% of employer contacts by the employment specialist are based on job choices which reflect client's preferences, strengths, symptoms, etc. rather than the job market.
 - 2= 25-49% of employer contacts by the employment specialist are based on job choices which reflect client's preferences, strengths, symptoms, etc., rather than the job market.
 - 3= 50-74% of employer contacts by the employment specialist are based on job choices which reflect client's preferences, strengths, symptoms, etc., rather than the job market.
 - 4= 75-89% of employer contacts by the employment specialist are based on job choices which reflect client's preferences, strengths, symptoms, etc., rather than the job market and are consistent with the current employment plan.
 - 5= Employment specialist makes employer contacts based on job choices which reflect client's preferences, strengths, symptoms, lessons learned from previous jobs etc., 90-100% of the time rather than the job market and are consistent with the current employment/job search plan. When clients have limited work experience, employment specialists provide information about a range of job options in the community.
- 1= Employment specialist makes less than 2 face-to-face employer contacts that are client-specific per week.
 - 2= Employment specialist makes 2 face-to-face employer contacts per week that are client-specific, OR Does not have a process for tracking.
 - 3= Employment specialist makes 4 face-to-face employer contacts per week that are client-specific, and uses a tracking form that is reviewed by the SE supervisor on a monthly basis.
 - 4= Employment specialist makes 5 face-to-face employer contacts per week that are client-specific, and uses a tracking form that is reviewed by the SE supervisor on a weekly basis.

Notes: This is a new item. The intent is to help the team focus on meeting with employers on a frequent basis. In order to achieve good fidelity, the supervisor must review employer contact logs each week to help specialists develop follow-up plans or to determine which specialists need help making employer contacts. See Attachments H, I.

7. Job development - Quality of employer contact: DOC, INT, OBS
 Employment specialists build relationships with employers through multiple visits in person that are planned to learn the needs of the employer, convey what the SE program offers to the employer, describe client strengths that are a good match for the employer. (Rate for each employment specialist, then calculate average and use the closest scale point.)

Notes: This new item is intended to ensure that specialists utilize effective job development techniques. Key to this item is learning about each employer's needs and hiring preferences. Specialists are encouraged to view employers as customers; to try to be a resource to employers by knowing the type of person they would like to employ.

8. Diversity of job types: Employment specialists assist clients in obtaining different types of jobs. DOC, INT, OBS, ISP

Notes: The anchors for this item have changed. For example, a "4" on the previous scale indicated that 75% or more of jobs types were different. The revised scale indicates that to achieve a "4", 70—84% of job types should be different. Typically, fidelity reviews consider all jobs obtained during the previous six months when rating this item. See Attachment D.

5= Employment specialist makes 6 or more face-to-face employer contacts per week that are client specific, or 2 employer contacts times the number of people looking for work when there are less than 3 people looking for work on their caseload (e.g., new program). In addition, employment specialist uses a tracking form that is reviewed by the SE supervisor on a weekly basis.

1= Employment specialist meets employer when helping client to turn in job applications, OR Employment specialist rarely makes employer contacts.

2= Employment specialist contacts employers to ask about job openings and then shares these "leads" with clients.

3= Employment specialist follows up on advertised job openings by introducing self, describing program, and asking employer to interview client.

4= Employment specialist meets with employers in person whether or not there is a job opening, advocates for clients by describing strengths and asks employers to interview clients.

5= Employment specialist builds relationships with employers through multiple visits in person that are planned to learn the needs of the employer, convey what the SE program offers to the employer, describe client strengths that are a good match for the employer.

1= Employment specialists assist clients obtain different types of jobs less than 50% of the time.

2= Employment specialists assist clients obtain different types of jobs 50-59% of the time.

3= Employment specialists assist clients obtain different types of jobs 60-69% of the time.

4= Employment specialists assist clients obtain different types of jobs 70-84% of the time.

9. Diversity of employers: Employment specialists assist clients in obtaining jobs with different employers. DOC, INT, OBS, ISP

Notes: This new item is to encourage specialists to work with a variety of employers, rather than helping multiple people find work with the same small group of employers. In some cases, specialists might decide to help more than one person become employed at a large business that has multiple departments, locations or work shifts. See Attachment D.

10. Competitive jobs: Employment specialists provide competitive job options that have permanent status rather than temporary or time-limited status, e.g., TE (transitional employment positions). Competitive jobs pay at least minimum wage, are jobs that anyone can apply for and are not set aside for people with disabilities. (Seasonal jobs and jobs from temporary agencies that other community members use are counted as competitive jobs.) DOC, INT, OBS, ISP

5= Employment specialists assist clients obtain different types of jobs 85-100% of the time.

1= Employment specialists assist clients obtain jobs with the different employers less than 50% of the time.

2= Employment specialists assist clients obtain jobs with the same employers 50-59% of the time.

3= Employment specialists assist clients obtain jobs with different employers 60-69% of the time.

4= Employment specialists assist clients obtain jobs with different employers 70-84% of the time.

5= Employment specialists assist clients obtain jobs with different employers 85-100% of the time.

1= Employment specialists provide options for permanent, competitive jobs less than 64% of the time, OR There are fewer than 10 current jobs.

2= Employment specialists provide options for permanent, competitive jobs about 65- 74% of the time.

3= Employment specialists provide options for permanent competitive jobs about 75-84%% of the time.

4= Employment specialists provide options for permanent competitive jobs about 85-94% of the time.

5= 95% or more competitive jobs held by clients are permanent.

Notes: This item was previously titled “Permanence of jobs developed”. When agencies hire clients, these jobs are not considered to be competitive if they are set-aside for clients. An exception would be peer specialist positions; if the rate of pay appears to be commensurate with other practitioners and those positions are treated in a similar manner to other practitioners (e.g. performance expectations, inclusion in meetings, etc.). If most of the people who clean the agency or work in a cafeteria are clients, reviewers should question whether those jobs are competitive even if the jobs are advertised to the general public. Also, if clients work at a local business but receive their paychecks through the agency, those jobs are not considered to be competitive.

11. Individualized follow-along supports:

DOC, INT,
OBS, ISP

Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc. Supports are provided by a variety of people, including treatment team members (e.g., medication changes, social skills training, encouragement), family, friends, co-workers (i.e., natural supports), and employment specialist. Employment specialist also provides employer support (e.g., educational information, job accommodations) at client's request. Employment specialist offers help with career development, i.e., assistance with education, a more desirable job, or more preferred job duties.

Notes: This is one of two items that focus on job supports. "Individualized follow-along supports" focuses on job supports based upon each person's strengths, preferences, symptoms, etc. It also encourages the mental health team to assist with supports. Finally, the program must offer help with job changes and career advancement in order to achieve the highest fidelity. See Attachment M.

12. Time-unlimited follow-along supports:

DOC, INT,
OBS, ISP

Employment specialists have face-to-face contact within 1 week before starting a job, within 3 days after starting a job, weekly for the first month, and at least monthly for a year or more, on average, after working steadily, and desired by clients. Clients are transitioned to step down job supports from a mental health worker following steady employment. Employment specialists contact clients within 3 days of learning about the job loss.

Notes: This item is concerned with the intensity of supports provided, as well as the duration of job supports. After jobs have been stable for about a year and/or clients no longer desire intensive employment services, mental health practitioners are identified to provide ongoing job supports and clients transition off the caseload of the employment specialist.

- 1= Most clients do not receive supports after starting a job.
 - 2= About half of the working clients receive a narrow range of supports provided primarily by the employment specialist.
 - 3= Most working clients receive a narrow range of supports that are provided primarily by the employment specialist.
 - 4= Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc. Employment specialists provide employer supports at the client's request.
 - 5= Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc. Employment specialist also provides employer support (e.g., educational information, job accommodations) at client's request. The employment specialist helps people move onto more preferable jobs and also helps people with school or certified training programs. The site provides examples of different types of support including enhanced supports by treatment team members.
- 1= Employment specialist does not meet face-to-face with the client after the first month of starting a job.
 - 2= Employment specialist has face-to-face contact with less than half of the working clients for at least 4 months after starting a job.
 - 3= Employment specialist has face-to-face contact with at least half of the working clients for at least 4 months after starting a job.
 - 4= Employment specialist has face-to-face contact with working clients weekly for the first month after starting a job, and at least monthly for a year or more, on average, after working steadily, and desired by clients.
 - 5= Employment specialist has face-to-face contact within 1 week before starting a job, within 3 days after starting a job, weekly for the first month, and at least monthly for a year or more, on average, after working steadily and desired by clients. Clients are transitioned to step down job supports, from a mental health worker following steady employment. Clients are transitioned to step down job supports from a mental health worker following steady employment.

Employment specialist contacts clients within 3 days of hearing about the job loss.

13. Community-based services: Employment services such as engagement, job finding and follow-along supports are provided in natural community settings by all employment specialists. (Rate each employment specialist based upon their total weekly scheduled work hours, then calculate the average and use the closest scale point.)

DOC, INT
OBS

- 1= Employment specialist spends 30% time or less in the scheduled work hours in the community.
- 2= Employment specialist spends 30 - 39% time of total scheduled work hours in the community.
- 3= Employment specialist spends 40 -49% of total scheduled work hours in the then community.
- 4= Employment specialist spends 50 - 64% of total scheduled work hours in the community.
- 5= Employment specialist spends 65% or more of total scheduled work hours in the community.

Notes: Community-based services was part of the previous fidelity scale, however, this item is now rated based upon each specialists *total work hours*, rather than client service hours. The anchors have also changed. For example, to earn a rating of "5" on the previous scale, 70% or more of client services would have been provided in the community.

14. Assertive engagement and outreach by integrated treatment team: Service termination is not based on missed appointments or fixed time limits. Systematic documentation of outreach attempts. Engagement and outreach attempts made by integrated team members. Multiple home/community visits. Coordinated visits by employment specialist with integrated team member. Connect with family, when applicable. Once it is clear that the client no longer wants to work or continue SE services, the team stops outreach.

MIS, DOC,
INT, OBS

- 1= Evidence that 2 or less strategies for engagement and outreach are used.
- 2= Evidence that 3 strategies for engagement and outreach are used.
- 3= Evidence that 4 strategies for engagement and outreach are used.
- 4= Evidence that 5 strategies for engagement and outreach are used.
- 5= Evidence that all 6 strategies for engagement and outreach are used: i) Service termination is not based on missed appointments or fixed time limits. ii) Systematic documentation of outreach attempts. iii) Engagement and outreach attempts made by integrated team members. iv) Multiple home/community visits. v) Coordinated visits by employment specialist with integrated team member. vi) Connect with family, when applicable.

Notes: This item has changed in that it now focuses on the variety of strategies used by employment specialists to engage clients. Further, it outlines more effective strategies for outreach and does not give credit for phone calls, e-mails or letters (though specialists may decide to use those methods in addition to the activities outlined in this item). Finally, as in the previous scale, programs do not terminate clients based upon missed appointments or fixed time limits.

*Data sources:

- MIS Management Information System
- DOC Document review: clinical records, agency policy and procedures
- INT Interviews with clients, employment specialists, mental health staff, VR counselors, families, employers
- OBS Observation (e.g., team meeting, shadowing employment specialists)
- ISP Individualized Service Plan

2/14/96
6/20/01, Updated
1/7/08, Revised

Supported Employment Fidelity Scale Score Sheet

Staffing		
1.	Caseload size	Score:
2.	Employment services staff	Score:
3.	Vocational generalists	Score:
Organization		
1.	Integration of rehabilitation with mental health thru team assignment	Score:
2.	Integration of rehabilitation with mental health thru frequent team member contact	Score:
3.	Collaboration between employment specialists and Vocational Rehabilitation counselors	Score:
4.	Vocational unit	Score:
5.	Role of employment supervisor	Score:
6.	Zero exclusion criteria	Score:
7.	Agency focus on competitive employment	Score:
8.	Executive team support for SE	Score:
Services		
1.	Work incentives planning	Score:
2.	Disclosure	Score:
3.	Ongoing, work-based vocational assessment	Score:
4.	Rapid search for competitive job	Score:
5.	Individualized job search	Score:
6.	Job development—Frequent employer contact	Score:
7.	Job development—Quality of employer contact	Score:
8.	Diversity of job types	Score:
9.	Diversity of employers	Score:
10.	Competitive jobs	Score:
11.	Individualized follow-along supports	Score:
12.	Time-unlimited follow-along supports	Score:
13.	Community-based services	Score:
14.	Assertive engagement and outreach by integrated treatment team	Score:
	Total:	

“Exemplary Fidelity” is a new category for Supported Employment (IPS) fidelity.

115 – 125	= Exemplary Fidelity
100 - 114	= Good Fidelity
74 – 99	= Fair Fidelity
73 and below	= Not Supported Employment

*Formerly called IPS Model Fidelity Scale
 **See end of document for key