

Job-Driven Technical Assistance Center (JD-VRTAC)

Implementing Change in the Age of WIOA: Mid-managers Supporting Counselors in the Use of Labor Market Information (LMI)

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Job-Driven Center Goals

Improve skills of state VR agency staff, other rehab professionals & providers of VR services, who are trained to provide “job-driven” VR services & supports to PWD, employers & customized training providers.

Four Topic Areas:

1. Business Engagement
2. Employer Supports
3. Labor Market Information (LMI)
4. Customized Training Providers

www.explorevr.org



Job-Driven Center Partners

Institute for Community Inclusion (ICI) at Univ. of Massachusetts,
Boston

In Partnership with:

- Jobs for the Future (JFF)
 - Univ. of Arkansas
 - Univ. of Washington
- Council of State Administrators of Vocational Rehabilitation (CSAVR)
 - United States Business Leadership Network (USBLN)
 - Association of University Centers on Disabilities (AUCD)

In Collaboration with:

- National Council of State Agencies for the Blind (NCSAB)
 - Technical Assistance Center Collaborative



Keystone Elements:

- Understanding and utilizing:
 - Individual Impact of Change
 - Organizational Impact of Change
 - Adoption of Innovation Categories
 - WIOA Final Rule – LMI
 - The Habit Loop
 - The ADKAR Model



Individual Impact of Change

- Sources of change:
 - self selected
 - imposed
- Change and loss
- Ambivalence
- Resistance

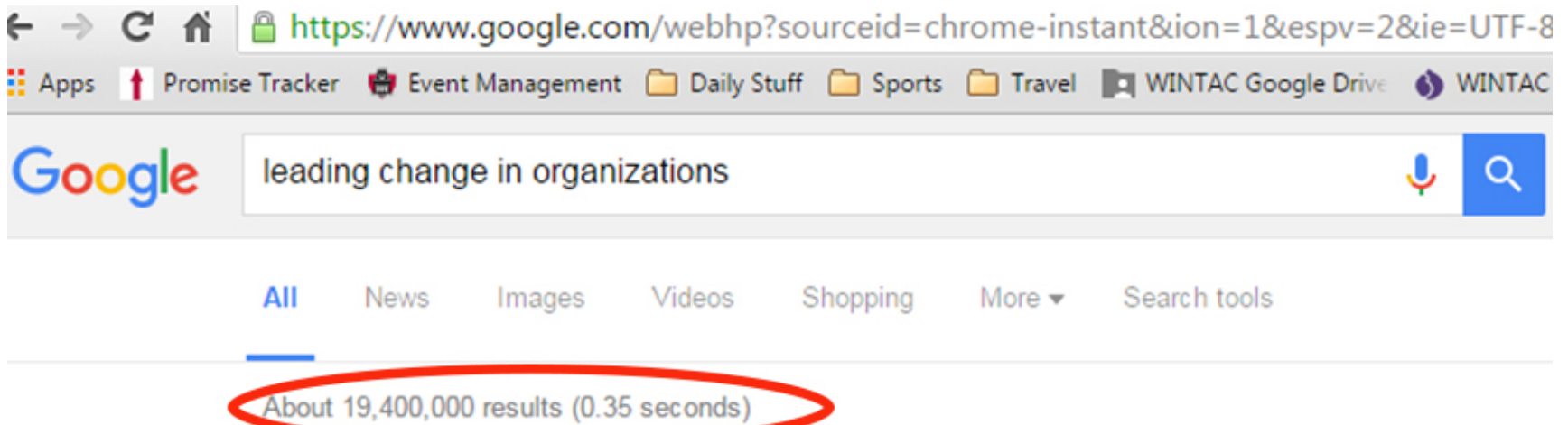


The Dynamic Between Change Decisions and Change Implementation

- Directives about changes often require decisions about “how” to create changes to satisfy requirements.
- However, announcement about the changes may not be sufficient for implementation at every level of an organization.
- Addressing the human side of change enhances the likelihood of effective implementation.



Information Alone Does Not Equal Implementation



LMI and WIOA VR Final Regulations

§361.18

Examples: §361.18(c)(2)(ii)

CSPD Section -21st Century Understanding of LMI



From Final Rule - §361.18 (ii)

(Page 754)

- (ii) The establishment and maintenance of education and experience requirements, to ensure that the personnel:
- have a 21st-century understanding of the evolving labor force and the needs of individuals with disabilities, ...



Page 756-757 – Final Rule

§361.18

- (ii) Ensuring that personnel have a 21st-century understanding of the evolving labor force and the needs of individuals with disabilities **means** that personnel have **specialized training and experience** that enables them to work effectively with individuals with disabilities to assist them to achieve competitive integrated employment and with employers who hire such individuals.



Who needs specialized training and experience?

§361.18

21st Century Understanding of LMI



Excerpted Final Rule §361.18 – page 172

- “require the DSU to develop personnel standards that apply to all vocational rehabilitation professionals and paraprofessionals, not just vocational rehabilitation counselors.”

Paraphrased:

- because we realize that States may choose to employ staff in a variety of positions, the skills (*relative to a 21st century understanding of LMI*) listed may be applicable to various positions in differing ways.



Examples: Skills Listed Plus

§361.18

21st Century Understanding of LMI



§361.18

21st Century Understanding of LMI

- Excerpted – page-170
- “... “21st century” refers to maintaining a cutting edge, state-of-the-art approach to whatever topic is included in the list, not merely maintaining activities at traditional, established levels.”



Page 756-759 – Final Rule §361.18

Excerpts relevant to LMI: (G)

- In-depth knowledge of:
 - *labor market trends*
 - *occupational requirements*
- other labor market information that provides information about
 - *employers,*
 - *business practices,*
 - *and employer personnel needs*



Page 756-759 – Final Rule §361.18

Excerpts relevant to LMI:

- such as data provided by:
 - Bureau of Labor Statistics
 - Department of Labor's O*NET occupational system



Page 756-759 – Final Rule §361.18

Excerpts relevant to LMI: H

- The use of labor market information for:
 - vocational rehabilitation counseling
 - vocational planning
 - the provision of information to consumers for the purposes of making informed choices...



Page 756-759 – Final Rule §361.18

Excerpts relevant to LMI: H

- The use of labor market information for:
 - business engagement
 - business relationships
 - job development
 - job placement



Page 756-759 – Final Rule §361.18

Excerpts relevant to LMI: I

- The use of labor market information
 - to support building and maintaining relationships with employers
 - to inform delivery of job development and job placement activities that respond to today's labor market



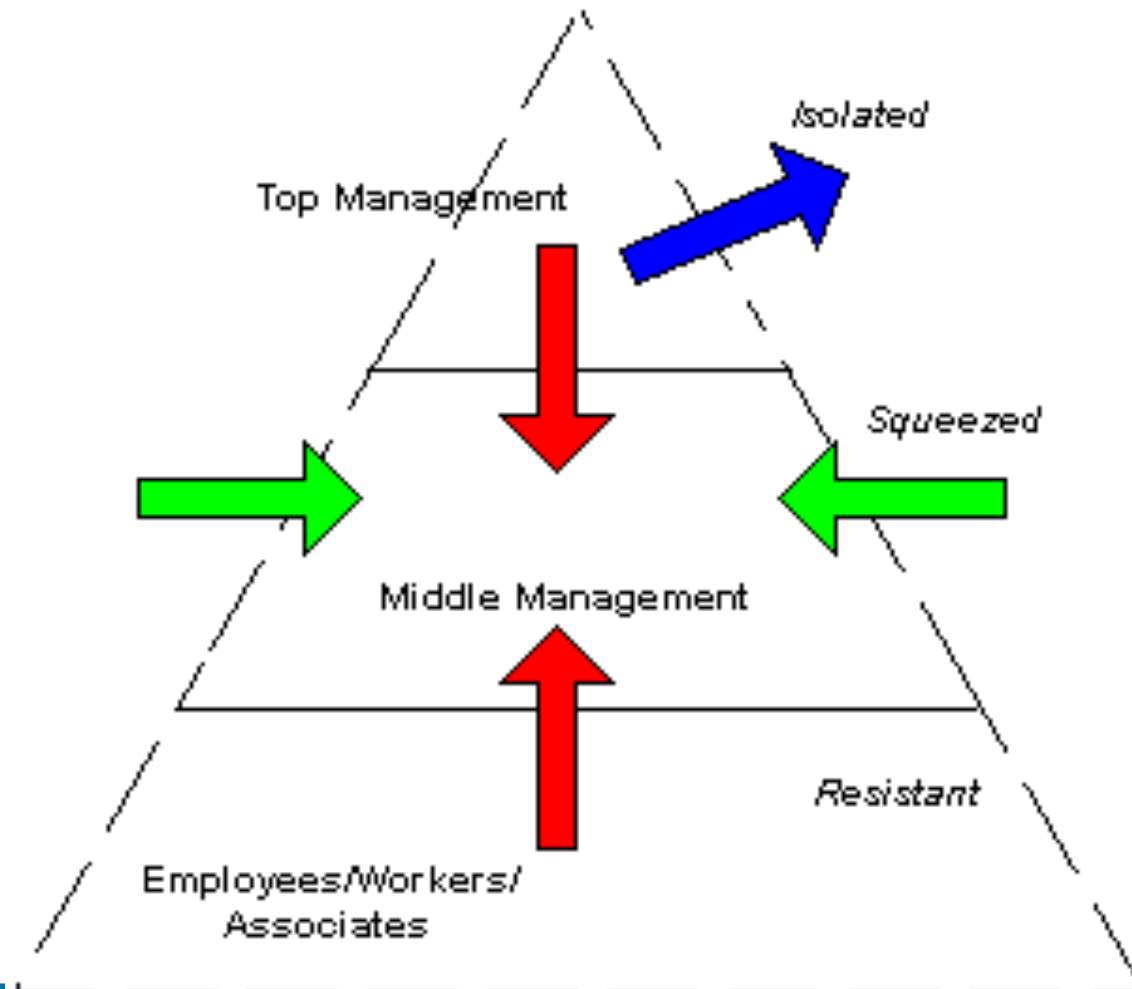
Understanding the Impact of Change within Organizational Structures

- An organizational look at how a change initiative impacts different levels of an organization.



Organizational Response To Change

(Adapted from How's All the Work Going to Get Done?: Now That Your Company Has Downsized, Restructured and Reengineered Hardcover – October, 1995
by Don Blohowiak (Author)



The Cost of Homeostasis

From the business literature: “70 percent of change initiatives fail”

· <https://www.linkedin.com/pulse/20140914031708-7145156-70-of-change-management-initiatives-fail-really> - Ron Leeman - Sep 14, 2014

- Given this – why change?
- The “70% does not account for:
- ***what would the cost for not changing have been?***



Consequences of Not Changing



Consequences of Not Changing



LMI

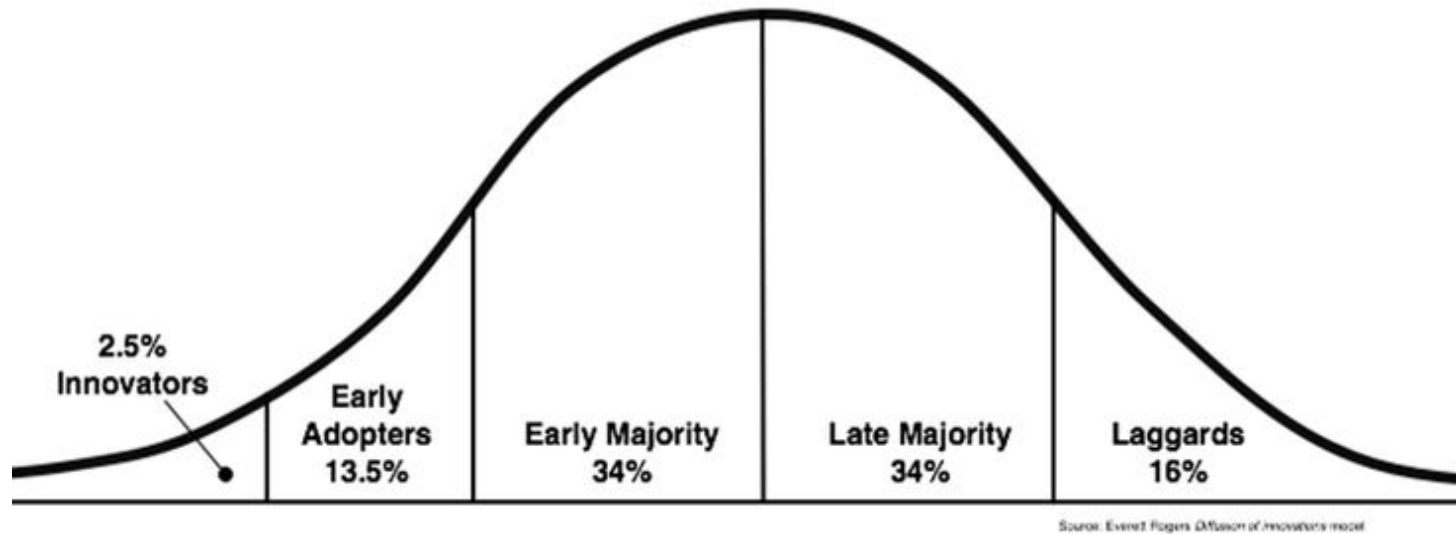
- New scope of responsibility
- Possibly new applications to learn relative to LMI (for example, real time LMI sources)
- Incorporating the sharing of LMI as part of the counseling process.
- Integrating LMI into documentation processes.
- Possible shift in responsibility



Challenge As a Manager

- Take into consideration multiple factors, including:
 - individual human responses to change
 - Decisions made regarding “how” new requirements will be structured in your agency
- Create the processes and support for staff that will result in effective implementation of the change within your agency.

Graph of Adoption of Innovation



Adoption of Innovation

- **Innovators: 2.5%**
- people who are on board at the ground level with creating the new protocol or initiative – excited and “all in”.



Adoption of Innovation

- **Early adopters: 13.5%**
- thought-leaders who are happy to try new products or ways of work to share their early feedback.



Adoption of Innovation

- **Early majority** 34%
- pragmatic people who often accept the changes faster than others and get early benefits or advantages.

Adoption of Innovation

- **Late majority** 34%
- people who start using new products or ideas only when majority already uses it and shared positive feedback.



Adoption of Innovation

- **Laggards 16%**
- conservative people keeping "old way of work" while it is physically possible, very critical to new ideas until they are widely accepted.

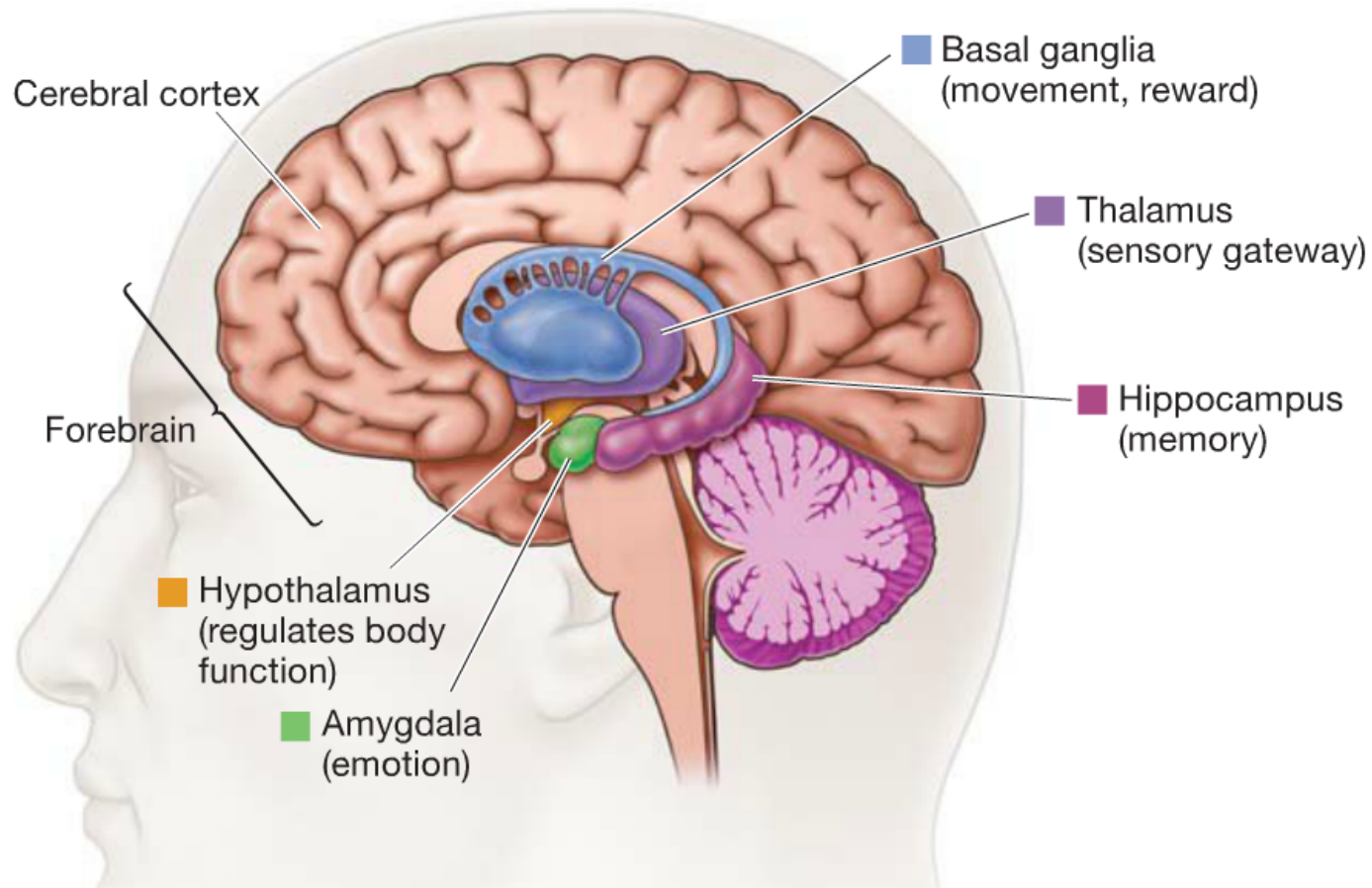


Habit – Individual and Organizational

- The role of “habit” in individual and organizational change.
- If decisions alone don’t drive implementation, what does?
- Consider organizational and individual “habits”.

Source: The Power of Habit: Why We Do What We Do in Life and Business, Charles Duhigg February 28, 2012, Random House

Habit – Neurological – Basal Ganglia



Duke Study – 2006

(Referenced in *The Power of Habit: Why We Do What We Do in Life and Business*, Charles Duhigg 2012, Random House)

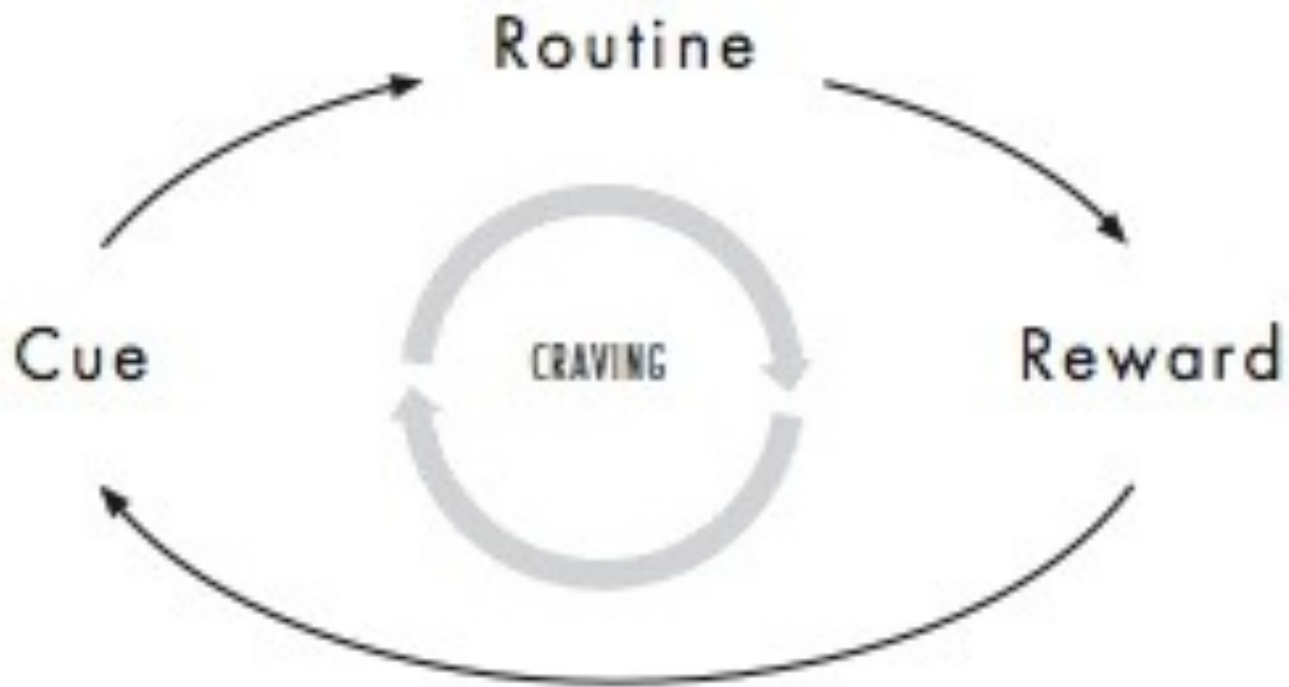
- Estimated 40% of the actions people perform each day are not actual decisions.



What is a Habit?

- Habits – the choices that are deliberately made at some point, but then we stop thinking about it, but continue doing it, often every day.

The Habit Loop



What Changes Habits?

- Identifying Triggers
- Identifying Rewards
- Identifying current sequence of actions you want to replace.
- Create/identify new sequence of actions you want to implement.
- **Check to ensure new sequence is adequately rewarded.**

Size of Change and Impact

- What is no big deal to you, may be a really big deal to someone else.
- When leading change, we have to be careful to avoid being dismissive of people's concern.
- Mary Ann Bedick is going to provide information on the ADKAR model that can help you support change in your organization.

Implementing Changes in VR

MAB

- As professionals, you cope with change on a daily basis and no doubt have come up with some strategies for teambuilding and implementing changes.
- You have a challenging job as Paula has pointed out. Your goal is to get the work done and this means leading your staff in a way that gets the work done.



William Bridges and “Transition”

See Resource Slide for Weblinks

- Change is concrete. In VR it often takes the form of a new policy or directive
- What we really struggle with is the transition to the change. Individuals go through a three stage process according to Bridges:
 - Letting Go
 - The Neutral Zone
 - New Beginnings



ADKAR

A Model of Change Management

- ADKAR- Prosci ([See Resource Slide for Weblinks](#))
- Acronym for Awareness, Desire, Knowledge, Ability, Reinforcement
- ADKAR describes successful change at the individual level...change only happens when employees who have to do their jobs differently have the necessary elements of ADKAR.



ADKAR

- **Awareness** *of the need for change*
- **Desire** *to participate in and support the change*
- **Knowledge** *on how to change*
- **Ability** *to implement required skills & behaviors*
- **Reinforcement** *to sustain the change*



ADKAR - AWARENESS

- Is your employee aware of the need for change? The “Why”
- How is the change communicated?
 - Who-senior leaders initially...
 - When-repeated, different delivery methods
 - What-be specific; what are the new expectations?



ADKAR - DESIRE

- Does your employee have the desire to participate in the change?
- If resistant, middle management/supervisors can provide support due to an understanding of the employee's work and respond to employee's concerns.
 - Benefits to the counselor and his or her clients.
 - LMI informs "Informed Choice" and this knowledge can empower the client



ADKAR - Desire

- ***“..ultimately the employee must make a personal decision to participate in this change based on their own unique motivations”.***
- Recall Paula’s description of the Adoption Curve....
- In VR, “not doing” is not an option if want to keep a job so look at positives of changing



ADKAR - KNOWLEDGE

- Does your employee have the knowledge to make the change?
- Employee must have awareness and the desire to change for training to result in adoption of the change.
- Training specific to the employee's role in the change. See next slide for **LMI Survey for VR**



Surveying Staff on Use of LMI

- Survey can be helpful to discover baseline information
- Results can inform training and support needed
- Thank you PA VR for sharing LMI Survey
(See Resources accompanying this webinar).



ADKAR - ABILITY

- Can your employee put their knowledge into practice?
- To bridge Knowledge to Ability gap....
 - Hands on training/coaching, learning environment, practice...
 - With ability comes change and new behavior(s).



ADKAR - REINFORCEMENT

- Do you have reinforcements in place to prevent your employee from reverting to old habits?
- Reinforcements in place to sustain the change.
 - Intrinsic-client success
 - Extrinsic-acknowledgements
- Applying the “Habit Loop” if useful.



LMI and Change Resources

➤ **Prosci-ADKAR Model**

<https://www.prosci.com/adkar/adkar-model>

➤ **William Bridges Theory of Transition – See Articles in the top menu to learn more:**

<http://www.wmbridges.com/index.html> or

visit MindTools:

<https://www.mindtools.com/pages/article/bridges-transition-model.htm>

