



Iowa  
**Vocational  
Rehabilitation**  
Services

*Finding solutions. Generating success.*

# Iowa Vocational Rehabilitation Services Strategic Plan 2023 – 2026

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**Strategy – Execution – Success.**

December 2022

# Iowa Vocational Rehabilitation Services Strategic Plan 2023 – 2026

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# IVRS Guiding Statements

## Our Mission

We provide expert, individualized services to lowans with disabilities to achieve their independence through successful employment and economic support.

## Our Motto

Finding Solutions. Generating Success.

## Our Vision

To Make a Positive Difference For Every Person, One Person at a Time.

## Our Guiding Principles

We are responsive to the unique needs and goals identified by individuals with disabilities.

We demonstrate teamwork and cooperation among staff, customers and partners.

We operate with trust and integrity.

We demonstrate compassion and respect for all people.

We value continued improvement and learning.

We openly communicate with clarity and consideration.

We are results driven.



## Assessment





The mission of IVRS is to work for and with individuals who have disabilities to achieve their employment, independence and economic goals. Included as an agency within the State Department of Education, IVRS has positioned itself to undertake a comprehensive review of initiatives that relate to planning, specifically, the IVRS State Plan and IVRS Strategic Plan.

Just as the IVRS mission statement provides the current foundation behind the reason that IVRS exists, the IVRS Strategic Plan includes specific goals the agency has outlined for achievement in the future. As a primary focus for internal staff, the Strategic Plan reinforces state planning requirements mandated by IVRS' federal partner – the Rehabilitation Services Administration (RSA), as well as our federal legislation as outlined in the Workforce Innovation and Opportunity Act. The Strategic Plan is the driving force behind activities at IVRS, and remains an integral companion to the IVRS State Plan.

The State Plan is required to be submitted for a four-year period of time, and in Iowa, we are one of six core partners contributing to a Unified State Plan. IVRS, however, also submits an agency state plan to the Rehabilitation Services Administration for approval as a component of the state Unified Plan. IVRS reviews this and submits progress per federal guidelines. IVRS submits the reviews to RSA in order for the agency to receive Title 1 and Title VI Part B grant funds.

The State Plan details the administrative and operational activities of IVRS. In addition, the Plan describes specific areas that involve public input, waiting list information, an analysis of data and goal planning, as well as an evaluation of reported progress. Collaborative partnerships, dynamic service delivery which focuses on meeting the needs of our business customers, improved transition outcomes and services facilitating the transition into competitive community integrated employment settings for individuals with the most significant disabilities are just a few of the key points addressed in our state plan and linked to the agency strategic plan.

We identify these strategies through a comprehensive statewide needs assessment, feedback from a diverse set of stakeholders, input from our State Rehabilitation Council and through management and strategic plan work groups. Key thoughts behind the plan are:

-  IVRS is mission-driven and focused on serving individuals with disabilities and our business partners.
-  IVRS leads change through innovative and cutting edge practices.
-  IVRS customizes services to meet the needs of our job candidates and our business customers.
-  IVRS creates collaborative partnerships to maximize resources and opportunities.

Achieving the goals outlined in the IVRS State Plan and Strategic Plan requires a continual review of measures that assess customer satisfaction and employment outcomes. With an ongoing focus on individualized, yet innovative services, IVRS strives to balance the

challenges created by capacity, employment barriers and waiting list issues with furthering improved employment outcomes for individuals with the most significant disabilities.

Specific IVRS efforts that contribute to these goals include employment outcomes for individuals with disabilities. In 2022, IVRS placed 1972 individuals into competitive integrated employment. This was an increase from the previous year that also went along with an overall expansion of the number of job candidates served overall through our potentially eligible and transition students.

<b>PY</b>	<b>Potentially Eligible Students Served</b>	<b>Transition Students Served</b>	<b>Total Transition Students Served</b>
<b>2021</b>	<b>7,542</b>	<b>6,508</b>	<b>14,050</b>
<b>2020</b>	<b>6,413</b>	<b>6,508</b>	<b>12,921</b>
<b>2019</b>	<b>7,825</b>	<b>3,149</b>	<b>10,974</b>
<b>2018</b>	<b>7,149</b>	<b>3,720</b>	<b>10,656</b>
<b>2017</b>	<b>4,726</b>	<b>3,769</b>	<b>8,495</b>
<b>2016</b>	<b>1,918</b>	<b>3,806</b>	<b>5,724</b>
<b>2015</b>	<b>222</b>	<b>3,911</b>	<b>4,133</b>
<b>2014</b>	<b>1</b>	<b>4,995</b>	<b>4,996</b>

We also successfully met the previous RSA Standards and Indicators measures for ratio of wages to the state average and our minority rehabilitation rate.

Through IVRS service delivery, we reduce strain on other government systems as individuals return to work. Individuals with disabilities cross all systems. Through employment, there is a positive return on investment – reflecting for every state dollar invested, there is a return of three dollars. IVRS provides services to individuals with disabilities that cross many fields, including partnering with the Department of Education, Department of Corrections, Department of Human Services, Department of Veterans Affairs and the Department of Labor. Future services will continue to be provided in an attempt to positively impact the numbers of individuals who are reliant on other government assistance programs.

This plan will build off the success of previous strategic plans, which saw significant accomplishment in the areas of transition, staff hiring in the field to support capacity needs, and managing the state/federal fiscal budget to maximize federal funds. Additional accomplishments include completing the RSA Monitoring Visit with only 4 corrective actions which has already begun to be corrected, remaining audit-free with comments, the development of a dual customer model, the belief and implementation of Employment First. We also continue with the alignment of partner relationships to maximize resources and reduce duplication.

Ongoing strategies will build upon this foundation.

## State Plan

In collaboration with the State Rehabilitation Council (SRC), IVRS has decided to revise its goals during the 2-year Unified State Plan modification period.

The SRC provided feedback as a whole committee as well as through the work performed in the SRC VR Service Delivery Subcommittee. Information related to the interest areas of the SRC, the Comprehensive Statewide Needs Assessment, and a desire to align with Future Ready Iowa initiatives and WIOA focus areas all contributed to the revision of these goals.

Unified State Plan Goals include:

Goal 1: IVRS will contribute to Future Ready Iowa goals for in-demand industries by ensuring at least 59.8% of program participants attain a recognized post-secondary credential, or a secondary school diploma (or its recognized equivalent) and employment, prior to exit.

Goal 2: By high school graduation, at least 90% of potentially eligible and IVRS eligible students who need Pre-Employment Transition Services (Pre-ETS) will have received those services.

Goal 3: IVRS will collaborate within the workforce and education system and with business partners to achieve high quality employment outcomes for participants resulting in at least 56.9% of participants maintaining competitive integrated employment in the 2nd quarter after exit and at least 54.3% of participants maintaining competitive integrated employment in the 4th quarter after exit.

IVRS wanted to ensure that the goals identified were measurable and in alignment with the focus of VR nationally as well as the needs of the State of Iowa.

No comments were received as a result of the public comment period for the PY22 modification.

## Strategic Planning

IVRS is approaching strategic planning with a purpose to continue to be a national and state leader in the delivery of vocational rehabilitation services. We believe this is a time of tremendous opportunities and that the future is achievable through the strategies in this plan. IVRS is modeling the strategic plan after independent research through our State Rehabilitation Council and through collaborative work with a consultant. IVRS desires to be a high-performing organization with characteristics modeling visionary leadership, customer focus, valuing employees and partners, managing for innovation, management by facts, focus on results and creating value.

The implementation of the Strategic Plan considers an analysis of the agency's Strengths, Weaknesses, Opportunities and Threats analysis.

### Strengths

- 🔗 Dedicated, professional staff.
- 🔗 Workforce planning strategies that have been in place for a number of years.
- 🔗 Expanded commitment to business relationships, utilization of the National Employment Network with growth of IVRS business services, and the Iowa Self Employment Program.
- 🔗 Growth of Occupational Skills training programs.
- 🔗 Implementation of Employment First strategies.
- 🔗 Collaborative partnership expansion with the Iowa Department of Aging, the Iowa School for the Deaf, Iowa Jobs for America Graduates, Iowa Works, Job Corps, Community Rehabilitation Providers and our secondary and post-secondary education partners.
- 🔗 Continued coordination with the Office of Disability and Employment Policy through a technical assistance grant related to Employment First customized employment strategies.
- 🔗 Specific Transition presence, serving both potentially eligible and eligible IVRS candidates.
- 🔗 Range, depth and variety of services that can be provided to meet our customer's needs.
- 🔗 Sound fiscal management principles with a record of no audit recommendations during the past four audit years.
- 🔗 Staff leadership plan to create a positive impact on the learning culture.
- 🔗 Strong internal management team and resource management team focused on staff engagement and support.
- 🔗 Emphasis through our training coordinator on improved onboarding of staff and professional development for all staff.

- ❖ Support and ownership of *Future Ready Iowa* goals. Continued expansion of technology and virtual strategies.
- ❖ Benefits Planning/Counseling continues to grow and improve with guidance on more complex cases.
- ❖ Allowing staff opportunity in self-growth and self-involvement regarding committee involvement and professional development.

### **Weaknesses**

- ❖ Staff can become content with status quo.
- ❖ Continued change is difficult, creating resistance.
- ❖ Cross training/collaboration among bureaus can be a struggle.
- ❖ Training not strategic to meet the specific needs of the staff individually or collectively.
- ❖ Role clarification issues between internal staff and among community partners.
- ❖ Changing technology makes it difficult to stay current with resources available.
- ❖ Business Service strategies and support in relationship to customizing for individual office strengths is confusing. What are the competencies for that role?
- ❖ IT support system statewide is difficult to access and does not supply local resources and the usability of the technology to fully maximize the use of technologies.
- ❖ Specific training needs continue based upon growing demands on staff time, increase in severity of disabilities being served, and staff turnover impacting partner agencies.
- ❖ Difficulty with expansion of contracts to ensure partners have necessary training and knowledge to meet job candidate service delivery needs.
- ❖ Increased accounting and case management changes that will result in need for service process changes.
- ❖ Limitations in state workforce hiring creates capacity concerns.
- ❖ Limited options for community rehabilitation provider selection in certain geographic locations and based on consumer needs.
- ❖ Capacity to implement internal control processes to ensure compliance with federal funding guidelines.
- ❖ Local onboarding of new staff.
- ❖ Who is the first resource to identify when trying to get questions addressed and timely response to those questions.

### **Opportunities**

- ❖ Continued growth in business and industry partnerships; National Employment Network/Talent Acquisition Portal.do we need to limit it to these specific areas?



- ❖ Integration of quality assurance measures into agency operations improvement.
- ❖ Iowa Self-Employment (ISE) program developing Iowa entrepreneurs.
- ❖ Continued focus on Employment First strategies to drive the mission that everyone can work with the proper services and supports.
- ❖ WIOA legislation creates opportunities for collaborative employment system planning to maximize resources and minimize duplication.
- ❖ IVRS has a strong and expanding presence in our secondary schools with implementation of Pre-Employment Transition Services.
- ❖ IVRS continues collaborative partnerships with One Stop Centers and continues to grow partnerships with the Disability Access Committees.
- ❖ Increased technology provides opportunities to move towards a paperless system.
- ❖ Use of QA process and Customer Satisfaction Surveys to drive training and best practices.
- ❖ Access to aggregate data to drive data driven decisions to impact agency services.

### **Threats**

- ❖ Changing emphasis on production standards versus quality and program integrity issues.
- ❖ Loss of knowledge among staff (internal and external) due to turnover and retirement.
- ❖ Lack of collaboration within community partnerships for a common vision.
- ❖ Challenges of consistent delivery of services across state offices.
- ❖ State/federal funding limitations and potential for reductions.
- ❖ Potential concerns in data collection and reporting with partner agencies (IWD, DHR, DHS, etc.) regarding WIOA implementation.
- ❖ A need for continued development of data reporting systems or purchase of an off the shelf system.
- ❖ Fine line between documentation and service delivery.
- ❖ Lack of understanding of what VR does or can provide to move services and success forward.
- ❖ Limitation on FTEs for the delivery of services and administration of the program.

## IVRS Strategic Plan

### Goal 1: VISIONARY LEADERSHIP

Visionary Leadership: All IVRS staff contribute to the mission and vision of the agency through their daily work and collaboration across work teams. All staff embrace the opportunity to contribute to the mission and vision and learn new skills and knowledge, adapting to an ever-changing environment that is focused on improved employment outcomes for individuals with disabilities.

#### Strategy 1-A

Each area office implements a local initiative that creates an innovative process for serving individuals with disabilities, which serves as a decision-making tool, improving their placement culture and results in increased employment outcomes and pre-employment transition hours.

##### Actions

Leadership activities occur at all levels of staff engagement and are demonstrated by the following actions:

1. Staffing ideas with supervisor to assure that areas of focus are in alignment with agency expectations and policies to align with Vision, Mission and Values.
2. Developing a local plan with the office to be able to present the innovative project so that it can be approved by supervisor.
3. Meet regularly with supervisor to assist with the implementation of innovative project.
4. Meet quarterly with Bureau Chief to share progress and challenges of the project.
5. Debriefing yearly regarding projects and what was learned and how to proceed.
6. If project is determined to add value, assist in building training for other areas of the state.

##### Measures

1. Increase of Status 26 employment outcomes from prior year, growing annually. REVIEWED ANNUALLY
2. Project Plan/Plans are developed and approved by supervisor. ONGOING
3. Identify and review performance measures impacted by the project. IVRS develops an ability to produce the required data measurements related to the project (i.e. measurable skill gains, credential attainment, *Future Ready Iowa* link, wages and employment sustained at second and fourth quarters following case closure). REVIEWED QUARTERLY
4. Identify and track efforts and sharing of success stories across offices. ONGOING

#### Strategy 1-B

Local School Plans are developed collaboratively to outline the responsibilities of the Local Education Agency (LEA), Area Education Agency (AEA), IVRS, Iowa Department for the Blind (IDB) and other partners involved in providing Pre-Employment Transition Services (Pre-ETS) to students with disabilities within a school district. These plans minimize duplication of service delivery, provide students with disabilities access to services needed to successfully transition to post-secondary training and/or competitive integrated employment, and assist IVRS with meeting Pre-ETS goals.

### **Actions**

1. Pre-ETS curriculum is developed and shared via online learning. Staff will have options to consider in selecting activities available for students to participate and increase involvement.
2. Local school plans will define the roles of the various partners in the provision of Pre- Employment Transition services to maximize the capacity of all partner agencies, providing a comprehensive service delivery plan to persons with disabilities.
3. Integrate IowaWorks into local plans and activities as applicable.

### **Measures**

1. Pre-ETS numbers are measured and met. **DUE ANNUALLY**
2. Transition contracts are monitored quarterly and program data review leading to successful outcomes. **DUE ANNUALLY**
3. Employment plans are developed in required time frames with quality indicators outlining interests, strengths and needs of job candidate. **DUE ANNUALLY**

IVRS Strategic Plan  
**Goal 2: CUSTOMER FOCUS**

All IVRS staff appreciate the dual customer approach of quality engagement with our job candidates and our business partners, resulting in valued service delivery. All staff have ownership and accountability when service practices do not support the needs of our customer base and provide recommendations to resolve the gap.

**Strategy 2-A**

Training curriculum implemented statewide and across offices that represents individual differences in service delivery areas and critical priorities of individual staff.

**Actions**

1. PowerDMS is used as a learning management system to track training.
2. Collaborative training through peer and mentor groups are common.
3. Develop an on-demand module training system for staff.
4. Area office supervisors provide input with Planning and Development Team on the implementation and review of contracts leading to successful employment and fiscal/program compliance.

**Measures**

1. All training is tracked in PowerDMS. DUE ANNUALLY
2. Improved rehabilitation rates and employment outcomes reflecting service delivery priorities. DUE ANNUALLY
3. Third party and contract compliance issues are met. DUE ANNUALLY

**Strategy 2-B**

IVRS identifies and communicates to all staff business services goals in dual customer service outreach and engagement.

**Actions**

1. Develop communication strategies to increase the awareness and value of VR with business customers.
2. Review, update and train on the Business Services Manual.
3. Identify training opportunities internally for agency and Core Partner staff to develop mutually beneficial customer relationships.
4. Cross training with Core Partner staff in tracking business services.

**Measures**

1. Business service training is documented, business service team members are reviewed, and MOAs developed in support of business services. DUE ANNUALLY
2. Updated Manual DUE 2024

**Strategy 2-C**

Expand the capacity of business engagement through effective use of National Employment Team (NET), business service team, individual staff and collaborative efforts across teams.

**Actions**

1. Business Service efforts occur in collaboration with key community partners; specific focus will be with workforce business teams, regional workforce boards, apprenticeships, and career pathway strategies.

2. Core Partner management staff present vision of WIOA and develop collaborative practices between regions to positively impact system integration.

**Measures**

1. Local service plan reports on system integration and strategies identified to prioritize focus areas. DUE ANNUALLY
2. Analysis of process is shared through Local Board Committees on progress occurring in core partner service at the One Stop Centers. DUE ANNUALLY

**Strategy 2-D**

Job candidates are engaged and receive services in a seamless process to increase career placement and retention measures through improved services, process improvements and access to resources.

**Actions**

1. Identify process improvement activities at the local level that result in job candidates referred to VR being better informed and aware of expectations for employment.
2. Communicate effective practice and policy resulting in greater self-driven engagement for staff and for individuals served.
3. Identify, communicate and promote best practices that impact use of and accessibility of technology including staff technology and job candidate assistive technology strategies.
4. Staff engage job candidate from application through closure by addressing their needs and proactively work to motivate the job candidate through the process.
5. Professional staff integrates Motivational Interviewing techniques to work with job candidates effectively.
6. Quality services are delivered and demonstrated in case reviews. Agency is participating in QA research, review process consistently utilizing data in a decision-making model.
7. Supervisors support staff in priority areas, integrating work activities into performance planning. Expectations, outcomes and service deliverables are identified and measured by work group summary reports.

**Measures**

1. Improved 2<sup>nd</sup> and 4<sup>th</sup> quarter data. DUE ANNUALLY
2. Quality Assurance process is implemented across offices with data analysis occurring statewide, by office and by staff. DUE ANNUALLY

## IVRS Strategic Plan

### Goal 3: VALUING EMPLOYEES AND PARTNERS

Collaborative partnerships increase service capacity, minimize duplication and maximize resources available. All staff strive to share information in an effort to create a seamless system for our customers.

#### Strategy 3-A

Develop Agency work groups for purposes of sharing promising practices; feedback from all levels is received on policy/processes and service delivery.

##### Actions

1. Utilize the IMPACT Team to improve staff engagement and ownership of policy and procedure changes.
2. Assess the revised structure of PDT and supervisor management meetings to ensure consistent communication across all channels are consistent with Mission and Vision.
3. Strategies are implemented through the work of internal teams and committees. Examples include: Business Service Team, Transition Action Team, Post-secondary teams, CRP advisory team and Disability Access Committee.

##### Measures

1. Comprehensive Statewide Needs Assessment (CSNA) is shared with all staff and State Rehabilitation Council (SRC). **DUE 2023**
2. SRC reviews progress on identified areas. **DUE ANNUALLY**

#### Strategy 3-B

IVRS management supports and develops structures for existing and emerging VR practices in formal, informal and continuing education environments.

##### Actions

1. IVRS will collaborate and share training and developed strategies across systems, demonstrating effective partnership, alignment of roles and responsibilities and efforts to increase capacity through reduced duplication.
2. Develop strategies to embrace learning and service delivery related to Community Rehabilitation Providers with the delivery of the Menu of Services.
3. Utilize community of practice webinars and training efforts through our Menu of Services with continued focus on Employment First and involvement with Iowa APSE.
4. Engage in systems to improve tools for in-service and staff development.
5. Design and communicate strategies to recruit and maintain talent for IVRS.
6. Engage professional development and training, identifying activities to address local needs/barriers, and develop local solutions addressing problem areas.

##### Measures

1. Trainings will reflect existing and emerging VR Practices and increase staff enrollment in them as measured through PowerDMS. **DUE ANNUALLY**
2. Information obtained from external trainings will be shared during staff meetings. **DUE ANNUALLY**

### Strategy 3-C

Employment partnerships are maintained in alignment with the Unified State Plan. Identify other collaborative system partnerships that will enhance the ability of state employment systems to positively impact the Governor’s priorities.

#### Actions

1. Employment focus from all staff with specific roles and responsibilities based on the workgroup that they are assigned to in mentoring and sharing of promising practices. Create linkages to enhance transition efforts, creating pipelines to business and career pathways.
2. Active participation in the local workforce development areas including the Local Workforce Development Board and committees, identifying key actions to improve capacity and ensure alignment of services with core partners in areas of Outreach and Intake, Assessments, Career Services, Case Management, Follow- Along Services, and Business Engagement.

#### Measures

1. Approved Local Workforce Development Board plan. DUE 2024
2. Successful Certification of One-Stop Centers. DUE ANNUALLY

### Strategy 3-D

IVRS supports and recognizes the key contributions made by staff in the delivery of services and supports professional development and leadership at the local level positively impacting employee retention.

#### Actions

1. Recognize employee milestones in terms of years of service.
2. Employee Recognition Awards are handed out annually at the state conference.
3. Improve employee orientation at the local level and a professional development schedule to offer opportunities for training.
4. Implement an employee satisfaction survey.
5. Develop opportunities for staff to participate in leadership opportunities applicable to IVRS service delivery including the Rehabilitation Association leadership symposium.

#### Measures

1. Track employee retention rates and determine progress. DUE ANNUALLY
2. IVRS In-Service training programs will be tracked and monitored for participation and attendance with opportunities for professional credit as applicable. DUE ANNUALLY
3. Tracking the results of the satisfaction survey. DUE ANNUALLY

## IVRS Strategic Plan

### Goal 4: MANAGING FOR INNOVATION

IVRS staff remain rapidly flexible and adapt to changes and service needs quickly by integrating innovation into their work. All IVRS staff have opportunities for discussion and planning for the future to help the agency achieve greater access to and usability of vocational rehabilitation services. Our goal is to achieve the most effective outcomes for our customers.

#### Strategy 4-A

Develop and maintain a technology infrastructure that can support an ever-emerging service delivery system.

##### Actions

1. Integrate GReminders with Google calendar for generating appointment reminders.
2. Maximize the development and use of IRSS to reduce the amount of data entry, improve connectivity for field work and build capacity.
3. Expand the use of speech to text software.
4. Explore additional software that can increase efficiency for field staff.
5. Create an onboarding process to get the appropriate technology to the field.

##### Measures

1. Project Management Team (PMT) progress reports on IRSS activity completion dates. **DUE ANNUALLY**
2. Improved Application Program Interface (APIs) usage to batch in data. **DUE ANNUALLY**
3. All office will begin to use GReminders. **DUE 2023**
4. Increase in the license purchased for software programs. **DUE ANNUALLY**

#### Strategy 4-B

IRSS case management system and the use of technology in the field continues to develop, providing opportunities for improved work effectiveness.

##### Actions

1. Increase understanding of how offices use current IRSS features and functionality and what system improvements are necessary to improve service delivery and increase outcomes.
2. Implement specific training both through IRSS Support and through local office training.
3. Identify ways to create YouTube training for “cheat sheets” in technology use.
4. Through leadership of IT team and IRSS PMT, move towards electronic case record access.
5. Hiring and training of IT staff, with improved engagement into strategic goals of agency.
6. Maintain a Fully-staffed IT department supporting the development needs of our case management system to meet federal reporting requirements, with consideration of field service needs for improved capacity.
7. Integration of PMT, IRSS Mentors, and Executive Team recommendations into cohesive IRSS plan that economically maintains level of service.
8. Revised target dates are consistently reviewed and communicated through the



monthly briefing to update field users.

**Measures**

- |  |              |
|--|--------------|
| 1. IT staff visit every Area Office during each calendar year to learn the needs of the field. | DUE ANNUALLY |
| 2. IRSS training is shared with the field as projects go live.                                 | DUE ANNUALLY |
| 3. RSA reports are submitted timely.   | DUE ANNUALLY |

IVRS Strategic Plan  
**Goal 5: MANAGEMENT BY FACTS**

All IVRS staff use meaningful data to evaluate their individual and work unit performance. Data is used to adapt and to adjust actions to positively impact the results for our customers.

**Strategy 5-A**

Utilize data reports and RSA technical assistance monitoring guide to assess agency performance levels.

**Actions**

1. Communicate and educate field staff on the RSA requirements and indicators that the agency is held accountable to achieve.
2. Improve engagement of job candidates and utilization of staff time by improving rehabilitation rate while at the same time, identifying baseline objectives to meet RSA quality indicators and performance measures.
3. Incorporate quality measures into performance planning system, including training staff on service priorities and Mission/Vision.

**Measurements**

1. Outcome data for performance measures. ONGOING

**Strategy 5-B**

In combination with workforce planning, identify actions to integrate data into budget planning, CORE and personnel decision-making at the agency and field levels.

**Actions**

1. Training and communication with Bureau Leadership Team regarding key data indicators and sharing of information to be transparent in information processing.

**Measurements**

1. Meet federal/state drawn-down maximums, remain audit comment-free, and allocate FTE positions based upon resources available. ONGOING

**Strategy 5-C**

Develop quality assurance program that reflects value and priorities for service delivery.

**Actions**

1. Communication and development of new QA tracking forms.
2. Identify and communicate data which influence improved customer outcomes.
3. Identify policy or training trends that need to be addressed.

**Measurements**

1. New QA tracking forms developed. DUE 2023
2. Data which improves customer outcomes is identified and communicated. DUE ANNUALLY
3. Training is developed to address any areas of need or concern. DUE ANNUALLY

## IVRS Strategic Plan

### Goal 6: FOCUS ON RESULTS AND CREATING VALUE

All IVRS staff focus on strategies to provide improved service to customers and partners. This approach will assist in planning opportunities and strategies to impact trends, issues and problems in a positive direction.

#### Strategy 6-A

Review the current Comprehensive Statewide Needs Assessment (CSNA) with the State Rehabilitation Council (SRC) to identify areas of focus to create value in service delivery.

##### Actions

1. The VR Service Delivery sub-committee of the SRC will review areas of need within the CSNA and target specific focus areas that VR should prioritize.
2. Resource team, planning and development team and local area offices will collaborate in efforts to design and assess programming in the targeted areas.
3. When priorities are set, communication will occur during the All Staff meeting and the monthly briefing.

##### Measurements

1. Achievement of WIOA Performance Measures. **ONGOING**
2. Identification of specific tracking for these targeted areas with review of progress. **DUE ANNUALLY**

#### Strategy 6-B

Improve communication with involved partners in the area of Employment First service delivery and in evaluation of satisfaction and quality of services provided.

##### Actions

1. Training and communication at state and local level involving partner groups.
2. Review the MOU with DHS to identify areas of improvements and needs.
3. Meet with involved partners to review the Menu of Services to address areas of growth.
4. Seek out Occupational Skills Trainings (OST) opportunities through the Request for Proposal (RFP) process that are hands-on and in person.

##### Measurements

1. Increase in successful outcomes for individuals receiving supported employment. **ONGOING**
2. Increase in maintaining employment in the 2<sup>nd</sup> and 4<sup>th</sup> quarter data. **DUE ANNUALLY**