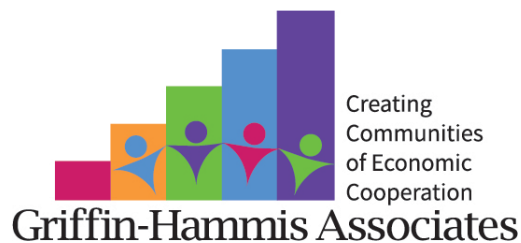


# Job Development Fidelity Scale\*

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# Acknowledgments

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The reliability and validity of the following thirteen fidelity to Job Development best practice tenets has not been established. States and providers of services interested in ensuring Customized Job Development adheres to best practice fidelity must participate in: 1) JDFS Administrator Training; 2) a Follow-up Q & A meeting after the initial training to uncover and discuss roadblocks and other barriers to implementing Customized Job Development with fidelity to best practices; and 3) agree to send JDFS scoring data and other de-identified demographic and outcome data through a University sanctioned Internal Review Board Process, and; 4) agree to off-site expert consultation on how to score the JDFS with sufficient reliability.

The Job Development Fidelity Scale (JDFS) is owned by Griffin-Hammis Associates. All unauthorized use of the JDFS, in part or in whole, are prohibited. Only authorized JDFS Administrators may use the JDFS as prescribed by Griffin-Hammis Associates for the intended purpose of improving employment outcomes through reliable and valid Customized Job Development practices. All rights reserved to Griffin-Hammis Associates.\* Any unauthorized use is prohibited.

# Job Development Fidelity Scale

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Customized Job Development begins by following the Discovery Employment Plan. Customized Job Development avoids pre-placement delays, such as volunteering, job tryouts, internships, and paid or unpaid work experiences. It assists citizens with significant disabilities becoming employed with the best opportunity for long-term success and income.

## Customized Job Development is and is not:

- Customized Job Development is different from finding jobs and filling employer vacancies.
- Customized Job Development is not simply finding an employer that will hire someone with a disability who wants to work.
- Customized Job Development is negotiating employment that both utilizes the employment-seeker's skills and capacities and addresses business needs.
- If it's not negotiated then it's not Customized Job Development.
- With a customized approach, businesses hire individuals because it benefits the business.
- Customized Employment may increase customers, create new products or services, and/or increase workflow efficiencies.
- Customized Job Development is an Economic Development Strategy to Employment Development for Persons with Disabilities.
- Evidence-based tenets within this Customized Employment Job Development Scale (JDFS) ensure successful Customized Job Development practices of benefit to the employment seeker and the employer.
- Customized Job Development creates, carves, and negotiates a good job.
- Customized Job Development considers self-employment and micro-enterprise development in addition to wage employment.
- Customized Job Development is based on the mutual employee and employer interests.
- Customized Job Development is one component of an integral approach to Customized Employment of persons with significant disabilities.
- Customized Job Development uses informational interviewing, interest-based negotiation, and may bring value-added assets to a job—missing strategies in typical job development.

## Differences between a Traditional Approach to Job Development (TJD) and a Customized Approach to Job Development (CJD):

<b>Traditional Job Development (TJD)</b>	<b>Customized Job Development (CJD)</b>
TJD uses assessments, work trials, OJT, and/or volunteering to assess employment seeker's capabilities.	CJD assumes employability, uses Discovery task-based activities to determine how best to support the employment seeker, with how he or she best learns, to ensure ideal employment fit.
TJD already has relationships with employers or finds employers who have employment vacancies.	CJD develops a job with an employer that meets the specific individual's ideal conditions of employment.
TJD approaches employers to determine their willingness to hire someone with a disability to fill a job opening.	CJD uses an informational interview approach with employers to expand employment possibilities by learning more about the employer, the work, and other employers who do similar work.
TJD places the employment seeker in a job where they are likely to be able to successfully complete job duties.	CJD negotiates a job based on an employment proposal that accounts for the employment seeker's unique skills, interests, supports available, and coworker/cultural fit to ensure success.
TJD assumes the responsibility to develop a job site training plan belongs to the employment specialist or job coach, not the job developer.	CJD ensures the job developer creates the job site training analysis and plan, with agreement from coworkers who have the primary responsibility of teaching and training, with consultative support from an employment specialist or job coach when necessary.
TJD uses a labor market approach to job development.	CJD uses an economic development approach to job development.
TJD considers work available that the employment seeker can do.	CJD considers the employment seeker's assets, what he or she brings to the employment equation.

## How to Use the Job Development Fidelity Scale:

- There are thirteen Customized Job Development Fidelity Tenets. Each tenet is scored by determining which of four scalable fidelity definitions best matches current implementation of that tenet. Choose only one of the four fidelity descriptions for each tenet. Either Unacceptable, Acceptable, Good, or Exemplary should be chosen for each tenet.
- When in doubt among the four scalable selections, the selection that has the lower score should be selected. The Fidelity descriptions are:
  - Unacceptable (Score -1)—the most appropriate description of circumstances when compared to the other 3 options.
  - Acceptable (Score +1)—the best description of circumstances when compared to the other 3 options.
  - Good (Score +2)—the best description of circumstances because all of BOTH Acceptable and Good circumstances are present.
  - Exemplary (Score +3)—the best description of circumstances because ALL circumstances of Acceptable, Good, and Exemplary are present.

## Fidelity Level Criteria:

-1 = Unacceptable Fidelity

+1 = Acceptable Fidelity

+2 = Good Fidelity

+3 = Exemplary Fidelity

## Part 1. Job Development Systems Fidelity

<b>1.1 Customized Job Development is based on the Discovery Employment Plan.</b>				
<b>Scoring</b>				<b>Fidelity Score</b>
<b>Unacceptable -1</b>	<b>Acceptable +1</b>	<b>Good +2</b>	<b>Exemplary +3</b>	
Employment seekers receive job development to find job openings in the current labor market.	Customized Job Development begins with contacting the specific businesses listed in the Discovery Employment Plan.	Team members assist with the initial contacts of selected businesses listed in the Discovery Employment Plan.	Community members discovered through informational interviews of businesses in the Discovery Employment Plan assist the Job Developer with additional business contacts.	

<b>1.2 Customized Job Development is based on dedicated financing to provide different services than traditional job development services.</b>				
<b>Scoring</b>				<b>Fidelity Score</b>
<b>Unacceptable -1</b>	<b>Acceptable +1</b>	<b>Good +2</b>	<b>Exemplary +3</b>	
Customized employment uses the same job development financing categories and services as supported employment or other traditional employment services.	Customized Job Development has dedicated financing categories and job development services that are different from both supported employment and traditional job development practices and financing.	Customized Job Development financing includes payment for Informational Interviewing, Employment Negotiation, and the development of an Employment Proposal that includes consultative job site training.	Customized Job Development financing has replaced traditional Job Development financing and is used for all job development services.	

<b>1.3 The customized job developer or a qualified person provides Customized Job Development.</b>				
<b>Scoring</b>				<b>Fidelity Score</b>
<b>Unacceptable -1</b>	<b>Acceptable +1</b>	<b>Good +2</b>	<b>Exemplary +3</b>	
Customized Job development is delivered by a job developer whose job duties also include other disability-related services.	Customized Job Development is delivered by a person who only provides integrated community employment services.	Customized Job Development is delivered by a person who only provides Customized Employment Job Development and Discovery.	Customized Job Development is delivered by the same person who delivers every CE component.	

<b>1.4 The Employment Seeker, utilizing Customized Job Development services, has accessible and reliable transportation services and financing.</b>				
<b>Scoring</b>				<b>Fidelity Score</b>
<b>Unacceptable -1</b>	<b>Acceptable +1</b>	<b>Good +2</b>	<b>Exemplary +3</b>	
The provider of Customized Job Development services expects transportation for community employment, unlike transportation to day services, to be provided by the employment seeker's family, friends, or public transportation.	The Employment Seeker utilizes transportation financing and support that is at minimum equivalent to the financing and support for transport to non-employment or day activities.	The Employment Seeker utilizes transportation supports as needed for any Customized Employment related function.	The Employment Seeker self-directs transportation financing.	

<b>1.5</b> The agency delivering Customized Job Development services ensures relationships, based on the Discovery Plan, between the employment seeker and community members.				
<b>Scoring</b>				<b>Fidelity Score</b>
<b>Unacceptable -1</b>	<b>Acceptable +1</b>	<b>Good +2</b>	<b>Exemplary +3</b>	
During Job Development, the agency delivering Customized Job Development relies upon existing relationships with community businesses for potential job openings and employment leads.	During Job Development, the agency delivering Customized Job Development and the employment seeker use connections between the job seeker and community members for effective CE job development implementation.	During Job Development, the agency delivering Customized Job Development expands the number of community members that are actively vested in a particular employment seeker's successful community employment outcome.	During Job Development, the agency delivering Customized Job Development uses an informational interviewing approach to grow the employment seeker's potential job development team.	



## Part 2. Job Development Services Fidelity

2.1 The customized job developer and the employment seeker decide which of the positive skills, assets, supports, information, pictures or videos, learned or developed during Discovery, will be shared with employers and, if applicable, used to develop small business ownership.				
<b>Scoring</b>				<b>Fidelity Score</b>
<b>Unacceptable -1</b>	<b>Acceptable +1</b>	<b>Good +2</b>	<b>Exemplary +3</b>	
The job developer meets with employers to explain their employment placement and training service and to find a job that matches the job seeker's interests and skills.	Prior to initial contacts with businesses, the customized employment job developer and the employment seeker identify the positive skills, interests, and assets to highlight to potential employers and develop strategies for disclosure of disability, if any.	The CE job developer and the employment seeker decide which representational or marketing materials to use and modify them as necessary to best to highlight the employment seeker's positive work, skills, and personality in their meetings with employers.	The customized employment job developer and the employment seeker identify strategies to facilitate positive natural connections between key employees and the employment seeker, including non-work activities and mutual interests.	

<b>2.2 The customized job developer, always with the employment seeker when possible, conduct informational interviews with businesses.</b>				
<b>Scoring</b>				<b>Fidelity Score</b>
<b>Unacceptable -1</b>	<b>Acceptable +1</b>	<b>Good +2</b>	<b>Exemplary +3</b>	
The job developer contacts community employers which he or she has an established relationship with to find open jobs.	The customized job developer, always with the employment seeker, when possible, conducts informational interviews with businesses listed in the employment seeker's Discovery Plan.	During the informational interviews with businesses, the customized job developer and the employment seeker receive new leads to expand the list of informational interview contacts, increasing the employment seeker's employment possibilities.	During the informational interviews, the job developer and the employment seeker secure additional people to become new community team members to increase employment possibilities.	

<b>2.3 The customized job developer and the employment seeker meet with businesses to identify a fit between the workplace culture, tasks, skills, and the employment seeker's ideal conditions for employment.</b>				
<b>Scoring</b>				<b>Fidelity Score</b>
<b>Unacceptable -1</b>	<b>Acceptable +1</b>	<b>Good +2</b>	<b>Exemplary +3</b>	
During meetings with employers, the job developer asks about open or available jobs.	During informational interviews, the customized employment job developer learns about tasks and work projects to identify possibilities that align with the employment seeker's skills, interests, and ideal conditions for employment.	During informational interviews, the customized employment job developer and the employment seeker explore whether the workplace culture is a fit for the employment seeker.	During informational interviews, the CE job developer and the employment seeker work with the employer to identify new job task possibilities and other employment opportunities, including resource ownership, business within a business, and self-employment.	

<b>2.4 The customized job developer negotiates a mutually beneficial economic win-win proposal, between the employment seeker and the business, or when applicable, a self-employment proposal.</b>				
<b>Scoring</b>				<b>Fidelity Score</b>
<b>Unacceptable -1</b>	<b>Acceptable +1</b>	<b>Good +2</b>	<b>Exemplary +3</b>	
The job developer meets the needs of the employer by placing the job seeker in a job where there is a need and/or vacancy.	The customized employment job developer negotiates the employment ask from a proposal that benefits both the employment seeker (e.g., wages, benefits, schedule, and work duties) and the business (e.g., increased customers, new products or services, increase workflow/efficiencies).	The customized employment job developer adjusts the proposal to ensure agreement after discovering new and mutually beneficial opportunities between the employment seeker and the employer during negotiation and the employment ask.	The customized employment job developer negotiates a customized position that includes future tasks, career growth, and advancement opportunities.	

<b>2.5 The customized job developer negotiates employment that meets the expectations of the Financial Plan developed during Discovery that includes goals and resources, information from a benefits planner, and if applicable, plans to ensure the financial success of employment seeker's own business.</b>				
<b>Scoring</b>				<b>Fidelity Score</b>
<b>Unacceptable -1</b>	<b>Acceptable +1</b>	<b>Good +2</b>	<b>Exemplary +3</b>	
The job developer secures and presents employment opportunities that fill employer's needs without knowledge of or consideration for employment seeker's income goals or needs.	The customized job developer and the employment seeker negotiate a customized position that meets the employment seeker's monthly income and earnings goals.	The customized job developer and the employment seeker negotiate a customized position that meets the employment seeker's broader financial and savings goal, supported by a benefits planner, as necessary.	The customized job developer and the employment seeker negotiate a customized position that includes health insurance or other employer-sponsored benefits.	

<b>2.6</b> The customized job developer and the employment seeker work together developing employment that meets the ideal number of hours of work each week and the number of hours of non-work services and supports.				
<b>Scoring</b>				<b>Fidelity Score</b>
<b>Unacceptable -1</b>	<b>Acceptable +1</b>	<b>Good +2</b>	<b>Exemplary +3</b>	
The job developer seeks employment in a job that requires working 16 hours a week or less to start, with potential for future increased work hours, with remaining time spent at home or in day or group activities.	The customized job developer and the employment seeker work together to develop employment for the ideal number of hours and wages necessary to meet the job-seeker's financial goals.	If ideal conditions of employment do not indicate full-time employment, the customized job developer and the employment seeker develop an individualized plan for non-employment time that does not include group day activities.	The customized job developer and the job seeker ensure employment is full-time, leaving time spent with others on non-work activities to the evenings, weekends, or other applicable non-work times.	

<b>2.7</b> The customized job developer completes formal analyses of job tasks, skills, coworker supports, and employee training.				
<b>Scoring</b>				<b>Fidelity Score</b>
<b>Unacceptable -1</b>	<b>Acceptable +1</b>	<b>Good +2</b>	<b>Exemplary +3</b>	
The customized job developer identifies employment opportunities through an initial conversation with the employer and a tour, without completing a detailed job analysis of work.	The customized job developer completes an analyses of job tasks and projects, to observe and capture the required skills and coworker supports, determining what needs to be created and/or negotiated to ensure the best employment fit.	The customized job developer verifies the job analysis with owners, supervisors, and coworkers and incorporates their feedback to ensure it is complete and accurate.	The job analysis highlights opportunities to enhance inclusion and foster authentic connection through work- and nonwork-related routines or shared interests and includes unspoken/unwritten "natural" rules critical to employment success.	

2.8		The customized job developer creates an initial job site training plan, detailing job tasks, required skills, new skill development, training, and support strategies for the employer and the new employee.		
<b>Scoring</b>				<b>Fidelity Score</b>
<b>Unacceptable -1</b>	<b>Acceptable +1</b>	<b>Good +2</b>	<b>Exemplary +3</b>	
After hire, the job site trainer (job coach) develops a job site training plan.	Prior to the employment start date, the customized employment job developer creates a job site training plan to ensure that a skilled co-worker or company employee takes the lead on tasks and skills training, with consultation by the job site training employment specialist.	The job site training plan includes detailed job tasks and individualized support strategies, verified with potential coworkers to provide the training, to confirm the process, roles, and responsibilities.	The job site training plan includes a contingency plan to address unexpected changes and new opportunities.	

Authorized Reviewer*	
Department/Contact Information/email	
Date	

1.1 Systems Tenet Score	
1.2 Systems Tenet Score	
1.3 Systems Tenet Score	
1.4 Systems Tenet Score	
1.5 Systems Tenet Score	
2.1 Services Tenet Score	
2.2 Services Tenet Score	
2.3 Services Tenet Score	
2.4 Services Tenet Score	
2.5 Services Tenet Score	
2.6 Services Tenet Score	
2.7 Services Tenet Score	
2.8 Services Tenet Score	
Total Customized Job Development Fidelity Score	
Previous Job Development Fidelity Score and Date (optional)	

*Professionals administering the Job Development Fidelity Scale (JDFS)\* must receive authorized training through Griffin-Hammis Associates and agree to participate in research to ensure reliable and valid implementation of the scale.*

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