



# Indiana Vocational Rehabilitation

## Manual of Employment Services

**Version 7.0**

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## VR Employment Services Model

A Vocational Rehabilitation (VR) participant who needs help obtaining employment typically goes through the employment service activities outlined in Table 1. This manual contains an explanation of each activity in the model. For information about the employment model workflow, please see **Attachment A**. Information about rates and service codes can be found in **Attachment B**.

**Table 1: Employment Service Activities**

Employment Service Activity	Description
<b>Discovery</b>	Discovery happens before job development. See the Discovery description below for more information and menu of Discovery activities.
<b>Employment Milestones:</b> <ul style="list-style-type: none"> <li>• Milestone 1: Job Development and Placement (Employed 1 Calendar WEEK)</li> <li>• Milestone 2: Support and Short-Term Retention (Employed 4 Calendar WEEKS)</li> <li>• Milestone 3: Retention (90 days post-stabilization)</li> </ul>	<p>Job development and job placement occurs under Milestone 1.</p> <p>Support and short-term job retention occurs under Milestone 2.</p> <p>At least 90 days of successful job retention after achievement of stabilization must occur to meet Milestone 3.</p>
<b>Supported Employment Services</b>	Participants with a Most Significant Disability (MSD) may require Supported Employment (SE) services to achieve stabilization and successful job retention. Many of these individuals will require SE services that extend beyond what is provided under the milestone payments. SE services are funded in addition to milestone payments. Please see details below.
<b>Other Supports</b>	Some participants may require additional supports to ensure achievement of stabilization and successful retention that extends beyond what is provided under the milestone payments. Other supports may be funded in addition to milestone payments when needed. Please see details below.

## Discovery

The Discovery process helps the participant and their team explore the participant’s talents, interests, preferences, capabilities, ideal work environment, challenges, support strategies, and informed choice to identify an appropriate vocational goal. The specific services, scope, and duration of Discovery activities varies based on each participant’s needs. For example, some individuals may only need vocational counseling and guidance through VR to complete the Discovery process. Others need a much more intensive Discovery process involving a wide range of Discovery activities. Discovery begins with the initial intake meeting with the participant’s VR Counselor. This is a fluid process between, at minimum, the participant, the VR Counselor,

and appropriate providers (e.g., Community Rehabilitation Providers, Work Ones, schools, or other qualified providers). Discovery activities are part of the menu of services available for everyone. In addition to Vocational Counseling and Guidance, Discovery may include one or more of the following, based on the individual participant's needs:

- Vocational Testing
- Job Shadow(s)
- Situational Assessment(s)
- Work based assessment(s)
- Other Discovery Activities (defined below)

Discovery is a collaborative, participant-driven assessment. Through the Discovery menu of services, activities may include a variety of fact-finding and information-collecting strategies, such as interviews with the individual and others, as appropriate, to gain insight into education, employment history, transferable skills and social networks. Discovery activities should also include a review of the local labor market.

Discovery activities should be targeted and purposeful based on each participant's individualized needs and informed choice. VR staff and other appropriate staff carrying out Discovery activities should be able to give a clear reason each activity is necessary. They should also be able to say what information they expect from the activity that will further the Discovery process. For example, reasons may include the identification of employment goal or the anticipated needs for supported employment hourly once employment is obtained.

## **VOCATIONAL TESTING**

Vocational testing helps to evaluate and identify an individual's vocational strengths, aptitudes, abilities, capabilities, interests, and academic skill levels. This activity helps to identify an appropriate employment goal. Vocational testing may include interviews with the individual to gain insight into education and employment history and identification of transferable skills, standardized test batteries, various vocational and interest inventories, simulated work samples, and an analysis of the local labor market. The outcome of the service is to identify an appropriate employment goal that the individual and VR staff may discuss as part of the vocational counseling process.

### *Service Delivery Requirements*

All testing must occur in an appropriate, secure setting. An appropriate and qualified evaluator must perform the testing and analyze results.

### *Expected Outcome*

Vocational testing results in the identification of specific vocational interests or aptitudes which help lead to the recommendation of an appropriate employment goal based on participant-specific information and the local labor market.

## JOB SHADOW

Job shadows are job observations. They provide an opportunity for the participant and the provider to visit employers in the community and observe different jobs. They can help a participant understand what is involved in specific jobs to ensure informed choice and determine if a job choice is consistent with the participant's interests, abilities, and aptitudes. Job shadows can also broaden an individual's knowledge of available jobs in the community and gain greater insight into their interests. In public settings, job shadows may occur anonymously. In other settings, they can be arranged with the employer before the observation occurs.

### *Service Delivery Requirements*

Job shadows occur individually (1-to-1 staff to participant ratio). A job shadow will generally last from one hour to one day, plus appropriate off-site activities. Provider responsibilities include:

- developing job shadow opportunities,
- being onsite during the job shadow,
- discussing likes/dislikes and what was learned,
- discussing next steps, and
- completing required documentation.

Each job shadow (including off-site activities) typically requires 5 - 10 hours of staff time, depending on the amount of site development needed and length of on-site job shadow.

### *Expected Outcome*

Job shadows should provide insight into potential vocational themes or information to support a vocational goal.

## SITUATIONAL ASSESSMENT

A situational assessment is different from other types of assessments because the provider can control and vary the task(s) or environment(s). The purpose of a situational assessment is to assess an individual's strengths and needs through observation of the individual's behavior and job task performance, and to make recommendations for employment service planning. A situational assessment may identify:

- Information that will assist with the Discovery process and help to identify a vocational goal. This may include the individual's aptitudes, abilities, skills, behaviors, and preferences.
- Information about the environment and tasks (i.e., job analysis), including employer or industry accepted performance (quantity and quality) standards. This information may determine if a specific job or workplace would be a good fit for a participant.
- Information about the types of support a person needs to learn job tasks and prepare for successful job retention.

### *Service Delivery Requirements*

Situational assessments are provided in a 1-to-1 staff to participant ratio. A situational assessment typically lasts at least two hours, though could be carried out over one or more days depending on the needs of the participant and extent of information that can be obtained. Provider responsibilities include:

- developing sites and/or appropriate settings that are community-based and integrated to the fullest extent possible,
- being on-site during the situational assessment,
- observing and learning about the participant's skills, learning style, and figuring out what work settings are best for the participant,
- discussing likes/dislikes and what was learned,
- discussing next steps, and
- completing required documentation.

Each situational assessment (inclusive of off-site activities) typically requires 10 - 20 hours of staff time, depending on the amount of site development needed and length and extent of the situational assessment.

### *Expected Outcome*

A situational assessment should result in insight into appropriate vocational themes for the participant or information to support the establishment of a specific vocational goal. In addition, a situational assessment should assist in the identification of the participant's skills and support needs.

## **WORK BASED ASSESSMENT**

Work based assessments allow individuals to explore jobs through first-hand, work-based learning activities. Work based assessments can provide valuable insight into an individual's interests, career goals, abilities, skills, ideal work conditions, preferences, support needs, and training strategies. Work based assessments can help to better define an employment goal or appropriate vocational themes and, when appropriate, could lead to job offers. Work based assessments can also be valuable for participants with limited or no work history, including students. A work based assessment opportunity provides a longer-term on-site experience compared to a situational assessment.

### *Service Delivery Requirements*

Work based assessments are conducted individually (1-to-1 staff to participant ratio) in competitive, integrated work settings in the community. Work based assessments are consistent with the type of work the participant prefers. They may be paid or unpaid. VR will support up to 12 calendar weeks of work based assessment. All 12 weeks may occur at one site or be split across 2 or more sites. For example, activities may be broken into 2 weeks at 1 site, 6 weeks at a second site, and 4 weeks at a third site. Work based assessment weeks do not need to be consecutive.

Work based assessments should be individualized to meet the needs of the participant. In general, a work based assessment should be at least five hours per week. If fewer than five hours are appropriate for a

participant, the provider should contact VR to discuss the limited hours before the work based assessment begins. The provider should ensure that the level of on-site support meets the participant's needs for support and allows for enough observation and evaluation of support needs and insight into important factors in the participant's success in the workplace.

Provider responsibilities include:

- identifying and arranging the work based assessment at a competitive, integrated employment site,
- observing and learning about the participant's skills, learning style, and figuring out what work settings are best for the participant,
- discussing likes/dislikes and what was learned,
- discussing next steps, and
- completing required documentation.

Work based assessment services are funded hourly, and funding is available for the time the provider delivers services as described above. Work based assessment funding is not available for the time the participant works when the provider is not on site. For example, if a provider supports a participant for 7 of the 10 hours the participant works, the provider will bill for 7 hours.

Please note that work based assessment will not be authorized using the service code for Discovery activities. Work based assessment will be authorized using a separate service code. See Attachment B for more details on service codes.

Expected Outcome

Work based assessments should provide insight into appropriate vocational themes for the participant or information to support a specific vocational goal. In addition, a work based assessment should assist in the identification of the participant's skills and support needs.

## OTHER DISCOVERY ACTIVITIES

Additional purposeful Discovery activities that may be authorized at the standard hourly rate include, but are not limited to, the following:

- Career Exploration
- Informational Interviews
- Dealing with Disclosure
- Home Visits (e.g., observations of typical routines and/or typical tasks performed)
- Developing or improving interview skills such as conducting mock interviews
- Developing or improving knowledge and abilities in completing job applications, resumes, cover letters and other documentation that is necessary in preparing to begin the job search
- Coordinating services necessary for the participant to complete a specific Discovery activity, such as obtaining appropriate dress attire, obtaining ID badge, or other coordination activities necessary.

- Communication and coordination with members of the individual’s support team and support services, such as case worker, behavior specialist, etc.
- Additional Discovery Activities as appropriate (e.g., observing the job seeker in a variety of settings)

### *Service Delivery Requirements*

The VR Counselor will set expectations based on the specific activity provided.

### *Expected Outcome*

Additional Discovery activities should assist in the identification of participant’s preferences and needs related to appropriate employment and/or recommendation of an appropriate employment goal or themes.

### *Documentation Requirements for all Discovery services.*

#### **Discovery Profile**

Each Discovery activity should be documented in the Discovery Profile. Information should include location, date, and type of activity including what was learned. Providers must complete and submit section 1.2 Monthly Review of the Discovery Profile each month throughout the Discovery process. This will be submitted monthly as part of the Discovery Profile. Additionally, it is expected that information gained about interests, skills, personality traits, ideal conditions of employment, barriers, labor market information, and other applicable information will be recorded. A completed Discovery Profile must be submitted to VR upon completion of the Discovery process.

#### **Monthly Progress Summary**

Providers must complete and submit section 1.2 Monthly Review of the Discovery Profile each month throughout the Discovery process. This will be submitted monthly as part of the Discovery Profile.

#### **Authorization Request Form**

Providers may submit an authorization request form at any time throughout the Discovery process in order to request any necessary authorizations. Please note, this form is not required, and requests may be made to the VRC’s by email, phone call or during conversation.

### **Employment Services**

#### **JOB READINESS TRAINING**

Employment providers may use Job Readiness Training to identify and teach strategies to overcome barriers to employment. While all VR participants experience barriers to employment, many barriers can be addressed with an appropriate job match. However, sometimes a barrier results in significant difficulty working in a competitive, integrated environment, or even successfully participating in job development and Job Readiness Training may be necessary. Job Readiness Training may be provided to address specific, significant barrier(s) a participant experiences regarding one or more appropriate work behaviors or performance, including getting



to work on time, appropriate dress and grooming, meeting productivity expectations, and demonstrating appropriate soft skills and social skills.

Prior to the start of this service, the employment provider must develop and submit a Job Readiness Training Plan. Information in the plan includes a description of the participant's specific need(s), and the teaching techniques and strategies used to help the participant develop the essential skill(s) to address the need. The service may help the participant understand how to manage challenges related to their impairment, as well as strategies for overcoming these challenges. Job Readiness Training may also teach techniques to improve interactions, build meaningful work relationships, influence others' perceptions of them, and demonstrate ways to improve communication, and teamwork.

If a participant requires Job Readiness Training, this service must be identified as a needed service on the Individualized Plan for Employment (IPE).

### *Service Delivery Requirements*

Job Readiness Training occurs individually (1-to-1 staff to participant ratio) with a qualified provider. The provider documents the targeted training strategies and techniques that will be used to address the specific identified barrier(s) on the Job Readiness Training plan as described above. The VR Counselor will set expectations based on the identified need(s) and training plan. The VR Counselor, participant, and qualified provider should all agree on whether training goals have adequately been met.

### *Expected Outcome*

The participant should develop skills to overcome one or more significant barriers to employment identified on the job readiness training plan.

### *Documentation Requirements*

#### **Job Readiness Training Plan**

The Job Readiness Training Plan should be completed within 2 weeks of authorization. The plan outlines the specific barrier and training needs, training goals, and targeted strategies and techniques for achieving job readiness goals. Updates to the Job Readiness Training plan must occur at least quarterly, or more frequently if the identified training needs change. VR and the qualified provider may work together to set the goals as well as the targeted timeline for achieving the goals. The provider is responsible for identifying appropriate teaching techniques and strategies and providing monthly updates on the participant's ongoing progress toward achieving goals.

#### **Monthly Progress Summary**

Providers must submit a Monthly Progress Summary to VR each month throughout Job Readiness Training services.

#### **Authorization Request Form**

Providers may submit an authorization request form at any time throughout Job Readiness Training in order to request any necessary authorizations. Please note, this form is not required, and requests may be made to the VRC's by email, phone call or during conversation.

## EMPLOYMENT SERVICE MODEL – OUTCOME BASED PAYMENTS

The employment service milestones include the following:

Milestone 1: Job Development and Placement (1 calendar week)

Milestone 2: Support and Short-Term Retention (4 calendar weeks)

Milestone 3: Retention (90 days after stabilization)

These outcome-based payments are appropriate for all individuals who need assistance with job development, placement and support, and job retention. Effective November 2023, milestone payments will be authorized using separate codes for the provision of milestone services to individuals with an MSD who are receiving Supported Employment, and milestone services being provided to other individuals who do not require Supported Employment services. Please see Attachment B for service codes and rates.

Milestones may be re-authorized in cases where the participant loses the job prior to achieving retention and requires intensive assistance to secure another job. (Please note that hourly job search/job placement assistance may be utilized in lieu of re-authorization of milestones if a participant experiences a job loss prior to retention and needs minimal assistance in securing another job.)

In addition to the milestone payments, services necessary for job placement, support, and retention, or additional discovery may be authorized if required to meet a participant's needs. For example:

- Hourly job search assistance/job placement assistance (defined below) may be necessary in addition to authorization of Milestone 1, based on individual need and at the discretion of the VR Counselor in consultation with the employment services team. Some individuals, particularly those with the most significant disabilities, may require more intensive support to find a good job match. If a job placement does not occur within 30 hours of service provision, it may be appropriate for the provider and VR Counselor to discuss authorization of hourly job search assistance/job placement assistance. The provider, VR Counselor and participant should also continue to identify and implement additional job development strategies to achieve job placement.
- Additional supports necessary to achieve stabilization, including hourly supported employment services or hourly on-the-job supports short-term, may be authorized in addition to Milestone 2, to ensure individuals receive adequate support to reach their highest level of independence on the job. Please review Supported Employment Services and On-the-Job Supports Short-Term sections below for more information.
- Further Discovery services may be authorized once job development begins (before achieving milestone 1) if it is identified that there is a need for clarification or increased understanding of the participant's ideal work environment, length of work shift, hours of work per week, support needs, etc.

## Milestone 1: Job Development and Placement (Employed 1 Calendar Week)

### *Service Delivery Requirements*

Job development may occur after:

- There is an appropriate IPE and employment goal.
- Any applicable preparation or training is complete (or nearing completion).
- The participant is ready to begin job development.
- The provider receives an authorization for Milestone 1.

Milestone 1 supports the job development and placement process, including job search activities. Job search assistance may include resume preparation for a specific job opening, identifying appropriate job opportunities, further development of interview skills, assisting individuals in contacting businesses or making contacts with businesses on behalf of the participant, and other related tasks. Job placement assistance includes helping a participant plan for the beginning of employment. Some of these activities might include obtaining a badge, appropriate clothing or uniform, completing paperwork and related tasks for the specific job obtained.

An individual achieves Milestone 1 when they maintain an outcome consistent with the goal outlined in the IPE for 1 calendar week. The IPE outlines the specific employment goal, and the desired work hours and wages. Any supports the participant needs to successfully learn and perform their job should begin right away. The VR Counselor contacts the participant to ensure satisfaction with the placement.

### *Expected Outcome*

Placement in an appropriate job consistent with the IPE employment goal, including desired wages and weekly work hours. The participant must maintain this outcome for 1 calendar week before payment for Milestone 1 can be made.

### *Documentation Requirements*

#### **Job Development and Placement Plan**

The Job Development and Placement Plan must be completed to outline strategies, expectations and responsibilities for job development. It is best practice for the participant, VR Counselor, Employment Specialist (and other appropriate team members if applicable), to meet as a team to confirm the identified employment goal and develop individualized strategies, expectations, and responsibilities to achieve the employment goal.

#### **Monthly Progress Summary**

From the time job development begins, up until the time that placement is achieved, providers should maintain monthly communication with VR. Such communication should include, at minimum, submission of the Monthly Progress Summary but may also include additional email updates, phone calls, meetings, etc.

## **Notice of Job Offer**

Submit the Notice of Job Offer (NOJO) to VR as soon as possible, preferably at least two business days prior to the potential job start date. The Notice of Job Offer should be submitted to VR and approved by VR prior to the job start date. In cases where the Notice of Job Offer is not received and approved by VR until after the job start date, Milestone 1 will be paid 1 calendar week after VR's approval of the Notice of Job Offer.

## **Milestone Payment Verification and Invoice Form**

To be paid for Milestone 1, the provider must submit the Milestone Payment Verification and Invoice Form. This form demonstrates that the participant has maintained the employment outcome for 1 calendar week after the job start date. The Milestone Payment Verification and Invoice Form should include any updates to job title, start date, pay rate, hours per week, work schedule, accommodation needs, benefits considerations, and the date that 1 calendar week of employment was achieved. The Milestone Payment Verification and Invoice form should be submitted upon completion of this milestone to document that all requirements have been met.

## **Authorization Request Form**

Providers may submit an authorization request form at any time throughout delivery of services under the milestones in order to request any necessary authorizations. Please note, this form is not required, and requests may be made to the VRC's by email, phone call or during conversation.

## *Milestone 2: Support and Short-Term Retention (Employed 4 Calendar Weeks)*

### *Service Delivery Requirements*

Milestone 2 provides support during the first four calendar weeks on the job. The job goal, hours worked, and wages earned should remain consistent with the IPE goal. Milestone 2 is achieved when:

- the participant has completed four calendar weeks of work,
- the participant maintains the hours per week and pay rate stated in the IPE,
- the participant is satisfied with the job, and
- the employer indicates satisfaction with the employee (formal statement from employer is not required).

The VR Counselor is expected to contact the participant to ensure satisfaction with the placement.

### *Expected Outcome*

Short-term job retention (four calendar weeks) with appropriate on and off-the-job supports in a job that is consistent with the IPE employment goal, desired wages, and weekly work hours.

### *Documentation Requirements*

## **Employment Support and Retention Plan**

The provider should complete and submit the Employment Support and Retention Plan (ESRP) within the first 4 calendar weeks of the job for all individuals. The provider should submit the form earlier if support needs are identified before 4 weeks on the job and/or if the provider needs additional funding for supports before completion of 4 weeks of employment. The ‘trigger’ to identify whether additional funding for supports is needed prior to completion of 4 weeks of employment, is when the amount of support provided during the first 4 weeks exceeds 40 hours of support. (For instance, if a participant needs intensive supports the first two weeks and the provider exceeds 40 hours of support to the participant during those first two weeks, the provider should submit the completed ESRP to request Supported Employment or On-The Job Supports Short-Term at that time, rather than waiting for completion of 4 weeks on the job, to ensure appropriate funding is provided to support the participant.)

For individuals who are not stabilized by the time Milestone 2 (4 weeks) is achieved, the ESRP must be updated and submitted at least quarterly until the individual has reached stabilization.

### **Authorization Request Form**

If an individual is not stable at the end of the first 4 calendar weeks, the provider should also submit an authorization request for Supported Employment or On-the-Job Supports Short-Term so that the provider may continue providing adequate supports to the participant. The Authorization Request Form can also be submitted to request authorization for any other service appropriate during the delivery of MS 2 services. Please note, this form is not required, and requests may be made to the VRC’s by email, phone call or during conversation.

### **Monthly Progress Summary**

The provider will use the Monthly Progress Summary form to communicate on and off-site supports provided and the participant’s progress toward achievement of stabilization and demonstration of fading (the provider decreases the amount of support as a participant becomes more proficient in job duties).

### **Milestone Payment Verification and Invoice**

The Milestone Payment Verification and Invoice form should be submitted upon completion of this milestone to document that all requirements have been met.

Payment for achievement of Milestone 2 may be made when:

- the provider submits verification that the participant has maintained the employment outcome for 4 calendar weeks,
- the Employment Support and Retention Plan has been completed and submitted to VR, and
- any applicable updates to job title, pay rate, hours per week, work schedule, accommodation needs, benefits considerations, and related information are provided.

### Milestone 3: Retention (At Least 90 Days After Stabilization)

#### *Service Delivery Requirements*

Once an individual achieves stabilization (agreed upon by the team and documented on the Stabilization Notice form), the 90-day retention period begins. Individuals will achieve stabilization at different times, with some participants achieving stability very quickly (perhaps as quickly as day 1 on the job), while others will require many months of support prior to achieving stabilization, including those requiring Supported Employment (SE) services.

VR may fund SE services for up to 24 months between the time of placement and achievement of stabilization through additional funding in addition to milestone payments. For individuals receiving SE Services: during the 90-day period from achievement of stabilization to achievement of Milestone 3 (Retention), there should be a focus on transition to extended services (e.g., Waiver funding, Medicaid Rehabilitation Option [MRO], natural supports, VR Youth Extended Services, etc.).

Milestone 3 is achieved after an appropriate retention period, at least 90 days after stabilization has occurred. The VR Counselor will also contact the participant to ensure satisfaction with the placement.

#### *Expected Outcome*

Successful job retention for at least 90 days following stabilization, in an appropriate job consistent with the IPE employment goal and desired wages and weekly work hours.

#### *Documentation Requirements*

##### **Milestone Payment Verification and Invoice**

The Milestone Payment Verification and Invoice form should be submitted upon completion of this milestone to document that all requirements have been met. Payment will be made upon verification of achievement of successful employment retention of at least 90 days after stabilization. If applicable, all transition to extended services documentation should also be completed prior to payment. Any applicable updates to job title, pay rate, hours per week, work schedule, accommodation needs, benefits considerations, and related information should also be provided.

##### **Monthly Progress Summary**

The provider will use the Monthly Progress Summary form to communicate on and off-site supports provided as well as the participant's progress and satisfaction with the job.

##### **Authorization Request Form**

Providers may submit an authorization request form at any time throughout delivery of services under the milestones in order to request any necessary authorizations. Please note, this form is not required, and requests may be made to the VRC's by email, phone call or during conversation.

## SUPPORTED EMPLOYMENT

Supported Employment (SE) services are ongoing support services and other appropriate services needed to support and maintain an individual with an MSD in SE for a period generally not to exceed 24 months. SE services, such as job coaching, are for individuals who have SE and long-term supports identified on the IPE.

### *Service Delivery Requirements*

The provider is responsible for the on-site and off-site supports the participant needs, with the goal of helping the participant to become as independent as possible on the job. The provider is responsible for identifying and developing natural supports, coordinating the participant’s training with the employer, and utilizing appropriate training and coaching strategies with the participant.

For individuals who are found to be MSD who need SE services, VR should routinely provide an authorization for SE Hourly upon job placement, regardless of whether a request for authorization has been made. Depending on factors like the number of hours the participant is working and the intensity and expected duration of support, this initial authorization for SE Hourly services should generally be, at minimum, 30-60 hours, covering no less than 3 months. Supplements and additional authorizations should be processed as necessary until the participant achieves stabilization. The provider’s plan for meeting support needs of the participant must be outlined on the Employment Support and Retention Plan. Some individuals may achieve stabilization quickly, while others will require many months of support to achieve stabilization. VR may fund SE services for up to 24 months if necessary for an individual to achieve stabilization.

*Table 2: VR Funding for SE Services* outlines VR funding for SE services. SE services provided during the first 4 calendar weeks on the job are typically covered through Milestone 2: Support and Short-Term Retention, with additional hourly SE services authorized following this 4-week period. Once the participant reaches stabilization, SE services provided during the 90-day retention period are typically funded through the Milestone 3: Retention payment.

***Table 2: VR Funding for SE Services***

SE Funding Source	SE Services from Placement to Retention
Milestone 2: Support and Short-Term Retention – Supported Employment*	Supports funded through Milestone 2 are provided day one on the job through completion of 4 calendar weeks on the job.
SE Hourly funding	Supports funded through hourly SE services begin after completion of 4 weeks on the job (or sooner if needed for the participant as described in detail below) and are provided through achievement of stabilization. Fading (decreasing the amount of support as a participant becomes more proficient in completing job duties) of supports should occur during this period. This period of SE may last for up to 24 months, based on the needs of the participant and intensity and duration of supports needed to achieve stabilization.
Milestone 3: Retention	Supports funded through Milestone 3 are provided from stabilization through the 90-day retention period.

\*SE Hourly funding may begin sooner than 4 weeks if the participant’s level of support extends beyond the Milestone 2 payment. Milestone 2 covers up to 40 hours during the first 4 weeks of employment. Please note that many participants require less than 40 hours of support during the first 4 weeks. Milestone 2 is paid based on completion of 4 weeks, and not on the number of support hours provided. Therefore, verification of the number of support hours provided is not required for payment of Milestone 2. The ‘40-hour trigger’ clarifies when to authorize additional funding for supports, prior to the completion of 4 weeks. If an authorization for SE Hourly funding is needed prior to week 4, the Employment Support and Retention Plan should clearly articulate the needed supports for the participant to reach stabilization. Table 3 provides examples and further explanation.

**Table 3: SE Services Examples**

Length of Time on Job	Example 1	Example 2	Example 3
	<p><b>Individual is working 25 hours per week.</b></p> <p>40 hours of support are provided during the first 2 weeks. An authorization for SE Hourly is needed <b><u>prior to 4 weeks.</u></b></p>	<p><b>Individual is working 30 hours per week.</b></p> <p>40 hours of support are provided during first 4 weeks. Milestone 2 covered supports needed during the first 4 weeks because Milestone 2 provides funding for up to 40 hours of support. Additional funding for supports is needed <b><u>after 4 weeks.</u></b></p>	<p><b>Individual is working 10 hours per week.</b></p> <p>30 hours of support were provided during the first 4 weeks. Therefore, additional funding for supports was not needed until <b><u>after 4 weeks.</u></b> Milestone 2 was enough to cover supports needed during the first 4 weeks as Milestone 2 provides funding for <u>up to 40</u> hours of support.</p>
<b>Week 1</b>	<b>20 hours</b>	<b>20 hours</b>	<b>10 hours</b>
<b>Week 2</b>	<b>20 hours</b>	<b>10 hours</b>	<b>10 hours</b>
<b>Week 3</b>	<p><i>40 hours provided in first 2 weeks. Additional funding is needed to continue to support the participant in working toward stabilization. An authorization for supports should be in place following completion of week 2 and continue as needed until the individual achieves stabilization.</i></p> <p><b>Authorization of 60 units of SE Hourly provided</b></p>	<b>5 hours</b>	<b>5 hours</b>
<b>Week 4</b>	<i>If needed, supports continue until the individual achieves stabilization.</i>	<b>5 hours</b>	<b>5 hours</b>



<p><b>Week 5+</b></p>	<p><i>If needed, supports continue until the individual achieves stabilization.</i></p>	<p><i>40 hours provided during the first 4 weeks. If needed, additional funding for supports should begin after completion of week 4 and continue until the individual achieves stabilization.</i></p> <p><b>Authorization of 60 units of SE Hourly provided</b></p>	<p><i>30 hours provided during first 4 weeks. If needed, additional funding for supports should begin after completion of week 4 and continue as needed until the individual achieves stabilization.</i></p> <p><b>Authorization of 30 units of SE Hourly provided</b></p>
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Additionally, SE Hourly funding can continue beyond stabilization if the participant’s level of support extends beyond what is provided through the Milestone 3 payment. Milestone 3 covers up to 40 hours of support during the 90-day retention period. Milestone 3 is paid based on job retention for a minimum of 90 days after stabilization, and not on the number of support hours provided. Therefore, verification of the number of support hours provided is not required for payment of Milestone 3. The ‘40-hour trigger’ clarifies when it may be appropriate to authorize additional funding during the 90-day retention period. If an authorization for SE Hourly funding needs to continue during the retention period, the submitted monthly progress summaries should clearly articulate the need. The expectation for fading (decreasing the amount of support as a participant becomes more proficient in completing job duties) remains.

*Expected Outcome*

Stabilization on the job after a period of fading. It should be noted that fading may not be a linear process. In other words, the level of support may ebb and flow depending on the needs of the participant. However, a fading pattern should be clear in the monthly progress summaries prior to stabilization.

*Documentation Requirements*

**Employment Support and Retention Plan**

Support needs should be documented in the Employment Support and Retention Plan. Updates to the plan should occur at least quarterly or more often if there are changes in the type or amount of support needed. SE services will typically be authorized on a quarterly basis. The service may be invoiced monthly.

**Stabilization Notification**

Once stabilization is achieved the Stabilization Notification Form is submitted to VR.

**Monthly Progress Summary**

The provider will use the Monthly Progress Summary form to communicate on and off-site supports provided and the participant’s progress toward achievement of stabilization and demonstration of fading (the provider decreases the amount of support as a participant becomes more proficient in job duties).

**Authorization Request Form**

Providers may submit an authorization request form at any time throughout delivery of services under the milestones in order to request any necessary authorizations. Please note, this form is not required, and requests may be made to the VRC's by email, phone call or during conversation.

## ON-THE-JOB SUPPORTS SHORT-TERM

Support services are provided to participants who require additional supports to stabilize their placements and enhance job retention. Such services include short-term job coaching for participants who do not have an MSD and are not eligible for SE. *This service is typically paid through Milestone 2: Support and Short-Term Retention.*

On-the-job supports short-term may be authorized in addition to Milestone 2 if appropriate and necessary for the participant. This service may be necessary for participants who do not have a MSD and will not receive SE services, but require some support beyond what is funded through the milestone payments.

Milestone 2 provides up to 40 hours of support during the first 4 weeks. Milestone 2 is paid based on completion of 4 weeks, and not on the number of support hours provided. Therefore, verification of the number of support hours provided is not required for payment of Milestone 2. The '40-hour trigger' clarifies when it may be appropriate to authorize additional funding for supports, prior to the completion of 4 weeks. If an authorization for on-the-job supports short-term is needed prior to week 4, the Employment Support and Retention Plan must outline the intensive supports that will be provided and clearly articulate the need for the additional intervention for the participant to reach stabilization. Table 3 provides examples and further explanation.

This service is intended to be short-term. If it becomes apparent that the participant requires supports for more than 3-6 months to achieve stabilization, VR will re-evaluate severity determination and eligibility for SE services.

### *Service Delivery Requirements*

The provider is responsible for the short-term, targeted assistance needed for the participant to achieve stabilization and job retention. As this service is typically funded through Milestone 2: Support and Short-Term Retention, please refer to the VR Employment Services Model – Outcome Payments section for specific expectations.

There will be situations in which individuals who are not receiving SE services may require short-term job coaching or similar support, to assist with achievement of stabilization and retention, that extends beyond what is provided through the Milestone 2 payment during the first 4 weeks, and/or who require additional support after the first 4 weeks. In those cases, additional hourly on-the-job supports short-term may be authorized as indicated on the Employment Support and Retention Plan and reported in the monthly progress summaries.

### *Expected Outcome*

Stabilization on the job.

## *Documentation Requirements*

### **Employment Support and Retention Plan**

The Employment Support and Retention Plan (ESRP) must be completed to document supports provided. The Employment Support and Retention Plan must be updated at least quarterly until stabilization is achieved.

### **Stabilization Notification**

Once the participant reaches stabilization, the Stabilization Notification is submitted to VR.

### **Monthly Progress Summary**

The provider will use the Monthly Progress Summary form to communicate on and off-site supports provided and the participant's progress toward achievement of stabilization and demonstration of fading (the provider decreases the amount of support as a participant becomes more proficient in job duties).

### **Authorization Request Form**

Providers may submit an authorization request form at any time throughout delivery of On-The-Job Supports Short-Term in order to request any necessary authorizations. Please note, this form is not required, and requests may be made to the VRC's by email, phone call or during conversation.

## **JOB SEARCH ASSISTANCE/JOB PLACEMENT ASSISTANCE**

Individuals requiring minimal assistance with obtaining employment, who do not require the full range of job development, support and retention services provided through the milestones, may receive job search and/or job placement assistance through VR at an hourly rate.

VR may also supplement Milestone 1 with hourly job search assistance/job placement assistance if appropriate and necessary for the participant. Authorizing hourly job search assistance/job placement assistance, in addition to Milestone 1, may be appropriate when job search strategies have not resulted in an appropriate job offer in an appropriate period of time. Hourly job search/job placement assistance may also be utilized if a participant experiences a job loss prior to retention and needs minimal assistance in securing another job. (Please note that milestones may also be re-authorized in cases where the participant loses the job prior to achieving retention and requires more intensive assistance to secure another job.)

## *Service Delivery Requirements*

As this service typically occurs through Milestone 1: Job Development and Placement, please see the VR Employment Services Model-Outcome Payments section for specific expectations. If this service is being purchased at an hourly rate, VR will set specific expectations based on individual participant needs.

### *Expected Outcome*

The participant will obtain job placement in an appropriate employment outcome that is consistent with the IPE employment goal and desired wages and weekly work hours.

### *Documentation Requirements*

#### **Job Development and Placement Plan**

The Job Development and Placement Plan must be completed to outline strategies, expectations and responsibilities for job development. From the time job development begins until placement, providers must ensure ongoing monthly communication with VR by submitting completed monthly progress summaries, as well as through additional communication (e.g., email, meetings, etc.). This expectation applies to job development through both Milestone 1 and hourly job search assistance/job placement assistance.

#### **Stabilization Notification**

Once the participant reaches stabilization, the Stabilization Notification is submitted to VR.

#### **Monthly Progress Summary**

The provider will use the Monthly Progress Summary form to communicate on and off-site supports provided and the participant's progress toward achievement of stabilization and demonstration of fading (the provider decreases the amount of support as a participant becomes more proficient in job duties).

#### **Authorization Request Form**

Providers may submit an authorization request form at any time throughout delivery Job Search Assistance/Job Placement Assistance in order to request any necessary authorizations. Please note, this form is not required, and requests may be made to the VRC's by email, phone call or during conversation.

## **EXTENDED SERVICES FOR YOUTH WITH THE MOST SIGNIFICANT DISABILITIES**

VR Youth Extended Services provides supports to youth (14 through 24 years old) with most significant disabilities (MSD) whose support needs extend beyond stabilization and 90-day retention. This service can be provided for up to 4 years or until the participant turns 25. A youth may be eligible for VR Youth Extended Services if the following conditions are met:

- The individual has achieved stabilization and 90 days retention.
- The individual is age 14-24.
- The individual is MSD.
- The individual requires extended services to continue to be successful in maintaining competitive, integrated employment after stabilization and retention.

- The provider has facilitated all available natural supports, and has provided documentation that demonstrates that natural supports do not fully address the participant's needs.
- The provider and VR have explored all other possible sources of support, and the provider documents that there is no other funding source (e.g., BDDS waiver, Medicaid Rehabilitation Option, etc.) for extended services.

### *Expected Outcome*

The participant receives appropriate and adequate supports to successfully maintain competitive, integrated employment after stabilization and 90-day retention.

### *Service Delivery Requirements*

Provide ongoing support services to the participant so that they may retain employment. These services should be provided at a one-to-one staff to participant ratio.

VR may fund youth extended services for up to 4 years, but must close the individual's case sooner if any of the following occur:

- Participant reaches age 25.
- No further extended services are required.
- Other funding for extended services is obtained.

When VR funds VR Youth Extended Services, the individual's case does not close 90 days after stabilization. Instead, this date (90 days after stabilization) is when VR Youth Extended Services begin.

When authorized to provide VR Youth Extended Services, providers are responsible for providing the extended services needed to help the participant successfully maintain competitive, integrated employment. Funding for extended services may include time spent supporting the participant on and off the job site and documentation time.

NOTE: CC Code 72-04 is tied to the 4-year timeline for extended services as well as age. Once the participant reaches age 25 or 4 years of services under this code, further authorizations for extended services will not be available.

### *Documentation Requirements*

Providers must indicate the need for VR Funded Youth Extended Services on the Stabilization Notification Form. When the VR Counselor approves the stabilization date and verifies that all criteria are met for receiving VR Youth Extended Services, the VR Counselor should authorize for Youth Extended Services. The initial authorization should cover a minimum of 10 hours per month for up to 3 months, beginning 90 days after stabilization. This suggested initial authorization may be adjusted based on the participant's needs and the counselor's judgment. Additional authorizations may be issued as necessary to address the continued support needs of the participant.

### **Monthly Progress Summary**

Providers must complete and submit the Monthly Progress Summary each month the provider bills for this service.

## PERFORMANCE INCENTIVE PAYMENTS

VR and providers should strive to assist VR participants to maximize their employment potential, including achievement of full-time employment and career opportunities. VR supports individuals to achieve a wide array of competitive, integrated employment outcomes, including part time or full-time work, entry level or advanced positions, and salaries or wages equal to minimum wage or well above minimum wage.

To better serve VR participants, recognize providers for high performance, and improve VR outcomes, a performance incentive payment structure will be utilized. This incentive payment structure will provide additional outcome payments to employment service providers when their efforts result in placement of participants into CIE outcomes that meet the criteria outlined in the table below.

Criteria	Benchmark Level
Hourly Wage	\$15.78/hour (or higher)
Weekly Hours Worked	30 hours/week (or higher)
Availability of employer offered health insurance	Yes, the employer offered health insurance to participant

Providers will be paid an incentive payment when at least 1 of the criteria in the table above are met, with a higher payment for meeting 2 criteria, and the highest outcome payment for meeting all 3 criteria. The Benchmark payment levels are outlined in the table below.

Benchmark Level	Rate
Performance Incentive Payment Level 1	\$226
Performance Incentive Payment Level 2	\$791
Performance Incentive Payment Level 3	\$1,356

### Documentation Requirements

#### Stabilization Notification

The Stabilization Notification form must be thoroughly completed, including updated information regarding wages, hours, and employer health benefits. An authorization will be issued for the appropriate performance incentive payment upon VR review and approval of the Stabilization form, using stabilization date as the service start date, and end date 90 days later.

If the participant's hours, wages or health benefits status changes after the Stabilization Notification form is submitted, the provider is advised to communicate with the assigned VR Counselor to identify any changes needed to the authorization.

## Claim Submission

Upon submitting a claim for the performance incentive payments, supporting documentation must be included to verify the accuracy of wages, hours, or benefits information in accordance with the performance incentive payment level met (level 1, 2, or 3). For wages, hours, or both this must include written communication from the employer regarding wages and hours worked (e.g., offer letter, pay verification, or other documentation); and for employer offered health insurance, documentation must include written communication from the employer regarding availability of these benefits (e.g., offer letter or other documentation).

The claim and supporting documentation must be submitted at least 90 days after stabilization. This will typically occur in two ways:

1. During claim submission for Milestone 3 billing, or
2. If provider is authorized to conduct services through hourly service codes (e.g., hourly job placement assistance, hourly supported employment, or hourly on-the-job support short-term) instead of milestone payment activities, claim submission occurs with final hourly employment services billing.

## REFERRAL PROCESS

VR may provide a referral to the Employment Service Provider for one or more of the employment services described in this manual. At minimum, the following items must be included in a referral packet:

- Completed employment services Referral Form
- Authorization(s) for requested services that cover at least 3 months. Hourly services including Discovery, Job Readiness Training, On-The-Job-Supports Short-Term, Job Search Assistance/Job Placement Assistance, and Extended Services will be authorized in, at minimum, 20-60-hour increments per quarter, as appropriate and based on the needs of the individual. Authorizations for supported employment hourly will be authorized in, at minimum, 20-100 hours increments per quarter.
- A written summary with applicable background information, specific service needs or expectations, and related information that could help the provider. Examples of related information include a VR application report, copy of Individualized Plan for Employment (IPE), or another written summary.

## PAYMENT OF CLAIMS IN VR-CPS

The best practice is to submit claims in VR-CPS monthly. Please review the outstanding authorization report in VR-CPS frequently to ensure claims are timely and the service is provided within the authorization dates. Claims submitted more than 90 days after the service was provided will be considered untimely and will require the provider to send an email to VR Vendor at [VRVendor@fssa.in.gov](mailto:VRVendor@fssa.in.gov) to request assistance submitting the late claim (see VR Vendor Services Manual for more information).

- Approved Claims – Once the submitted claim is approved by VR, it will appear in VR – CPS as an approved claim and the payment will be issued within 10 business days.
- Not Approved Claims – The provider should review claim statuses routinely in VR-CPS by viewing the dashboard on the home screen. Any claims that have been canceled will show up as ‘not approved’. These claims should be corrected and resubmitted within thirty (30) days, if appropriate. ‘Not approved’ claims that the vendor does not plan to resubmit should be deleted by the provider by going to the claim information screen and scrolling to the bottom and selecting the “delete claim” button.
- Inquiring about an Unpaid Claim –
  - Prior to inquiring about an unpaid claim, the provider should review the VR – CPS report titled ‘Claim Status’ to see if the claim is listed as ‘not approved’ to be sure that the claim does not need to be corrected and resubmitted. The *Claim Information* page in VR-CPS will indicate the reason for the denial.
  - If there are questions regarding what needs to be corrected before resubmitting the claim, contact the VRCC or VRC for additional information so that the claim can be resubmitted for payment.
  - If, after discussing the issue with the VRC, the problem remains unresolved, contact the Area Supervisor, and if necessary, the Region Manager, to work to resolve the issue and determine if the claim can be resubmitted for payment. Providers may email [VRVendor@fssa.in.gov](mailto:VRVendor@fssa.in.gov) to receive further assistance after the above steps have been exhausted.

## BILLING INFORMATION

Billing information is provided as part of service definitions and expectations throughout this manual. Additional information regarding billable on-job site and off-job site activities is outlined below.

- Participant On-Job Site: This is time spent by provider staff at a participant’s job site while the participant is engaged in work activities. This includes time spent working with participants, managers, supervisors, and coworkers; active observations; and any other tasks performed at the job site to help the participant.
- Participant Off-Job Site: This is time spent working for a particular participant, but not necessarily at their job site. Off-Job Site activities include participant-specific job development and worksite development activities, employment support activities, participant-specific documentation time, and participant-specific off-job site training. A breakdown of off-job site hours must be available upon request at the time of billing.
- Participant Communication: This is time spent coordinating service delivery including contacting participants to schedule meetings, share information, and address questions.



- **Mileage Reimbursement:** Mileage may be reimbursed at the current state mileage rate for all Discovery services, SE services, and all other hourly employment services. Mileage will also be reimbursed for activities occurring through the milestone payments. Mileage will only be reimbursed after the provider has reimbursed the CRP staff and has verified that the mileage billed to VR is accurate. The hourly billing and mileage worksheet is one tool that may be used to report mileage billed. If necessary, VR may request additional information. Mileage reimbursement is made following the Indiana Department of Administration travel circular<sup>1</sup>.
- **Non-Billable Activities:** Non-billable activities include travel time, billing activities (e.g., submitting claims in VR-CPS, requesting authorizations, internal accounting functions, etc.), and activities that are not participant-specific, such as public relations, community education, in-service/staff meetings, staff development and training.
- **Billing Unit:** Billable time for hourly services should be tracked for each participant. The hourly billing and mileage worksheet is one tool that may be used to report billed hours. Due to separate cost codes, each hourly service should be totaled and rounded separately from other hourly services. The total number of billable minutes shall be added for the month, and any fraction of the total that is 15 minutes or more may be rounded up to the nearest one-half hour total. Rounding occurs after totaling all services in that service category for the month. If necessary, VR may request additional information such as a comprehensive log of all billable activities during the billing period. The table below provides an example.

**Table 4: Billable unit example for a one-month period**

	MINUTES	TOTAL # HOURS & MINUTES	TOTAL # HOURS & MINUTES (ROUNDED)	TOTAL UNITS BILLED (ROUNDED)
Discovery activities June 1st – 43 minutes (meeting)	110	1:50	2.00	2.00
June 8th – 10 minutes (emailed resources and meeting date options)				

<sup>1</sup> The Indiana Department of Administration reviews mileage rates quarterly. Current mileage rate is posted at: <http://www.in.gov/idoa/2459.htm>

June 15th – 2 minutes (2 phone call attempts)				
June 22nd – 55 minutes (meeting)				
Total for June – 110 minutes				
Work based assessment June 7th – 140 minutes	395	6:35	6.30	6.50
June 9th – 145 minutes				
June 11th – 110 minutes				
Total for June – 395 minutes				

- **Provider generated invoices are NOT Required Please refer to the list below for documentation requirements for each service**

## EMPLOYMENT SERVICE FORMS

FORM	WHEN TO SUBMIT	DESCRIPTION
DISCOVERY PROFILE	<ul style="list-style-type: none"> <li>• Update each activity section as completed and the monthly review section each month.</li> <li>• Send to the local VR General mailbox by the 10<sup>th</sup> of the following month.</li> <li>• Send the final copy once the drop down in the monthly review “Is Discovery completed” indicates “yes”</li> </ul>	<p>The Discovery Profile (DP) contains information the provider learns about the participant through Discovery. This information includes the participant’s:</p> <ul style="list-style-type: none"> <li>• Skills</li> <li>• Interests</li> <li>• Personality and behavior</li> <li>• Ideal work conditions</li> <li>• Vocational themes</li> <li>• Related information</li> </ul> <p>The completed DP informs the participant’s VR Individualized Plan for Employment (IPE). The IPE includes a vocational goal and the services needed to reach this goal. The VR counselor and participant may use the DP in the initial counseling meeting. Signatures are optional. Providers may choose to obtain signatures for accreditation purposes.</p>
JOB READINESS TRAINING PLAN	<ul style="list-style-type: none"> <li>• Within two calendar weeks of authorization</li> </ul>	<p>The Job Readiness Training Plan identifies one or more work behaviors or performance issues that present a barrier to employment. The plan also outlines the supports the Employment Consultant provides to the participant to develop these skills.</p>

	<ul style="list-style-type: none"> <li>Updated every three months or more often until all training goals have been achieved</li> </ul>	Only use this form when an IPE lists Job Readiness Training and there is a current authorization.
JOB DEVELOPMENT & PLACEMENT PLAN	<ul style="list-style-type: none"> <li>At the conclusion of Discovery services</li> </ul>	The Job Development & Placement Plan outlines how the provider will support the participant in getting a job. It is best practice for the VR Counselor, Employment Consultant, Participant, and other team members to develop this plan together.
NOTICE OF JOB OFFER (NOJO)	<ul style="list-style-type: none"> <li>Prior to the job start date</li> </ul>	<p>The Notice of Job Offer outlines important details about the job offer including:</p> <ul style="list-style-type: none"> <li>Employer name</li> <li>Hours worked</li> <li>Job title</li> <li>Start date</li> <li>Wages</li> <li>Related information</li> </ul> <p>The first calendar week on the job begins on the day the VRC signs this form or the noted start date, whichever occurs last.</p>
MILESTONE PAYMENT VERIFICATION & INVOICE	<ul style="list-style-type: none"> <li>Each time participant achieves a milestone</li> </ul>	The Milestone Payment Verification & Invoice provides information to demonstrate achievement of a milestone. This form also serves as an invoice for each milestone.
EMPLOYMENT SUPPORT AND RETENTION PLAN (ESRP)	<ul style="list-style-type: none"> <li>At four weeks on the job</li> <li>Earlier than four weeks if additional hourly supports are needed during the first four weeks on the job</li> <li>Once per quarter until stabilization</li> </ul>	The Employment Support and Retention Plan outlines the provider's plan for helping the participant become stable and retain the job.
STABILIZATION NOTICE	<ul style="list-style-type: none"> <li>At stabilization</li> </ul>	The Stabilization Notice provides evidence of participant's stabilization. The agreed upon stabilization date marks the start of the 90-day count for reaching Milestone 3 (retention).
TRANSFER TO EXTENDED SERVICES	<ul style="list-style-type: none"> <li>VR forwards completed Transfer to Extended Services form to the Extended Services provider at least 60 days prior to achievement of Milestone 3 (retention).</li> </ul>	VR completes the Transfer to Extended Services form for participants who need extended services. VR and the provider may work together to complete the form once the participant is stable.

MONTHLY PROGRESS SUMMARY	<ul style="list-style-type: none"> <li>Monthly</li> </ul>	The Monthly Progress Summary provides a description of activities, information learned, and expected next steps.
AUTHORIZATION REQUEST	<ul style="list-style-type: none"> <li>As needed</li> </ul>	A provider can use the Authorization Request form to request authorization for services throughout the Employment Services process.

## OTHER DEFINITIONS

Term	Definition
Competitive, Integrated Employment	<p>There are 3 required components that must be met to satisfy the definition of competitive, integrated employment:</p> <ol style="list-style-type: none"> <li>competitive wages and access to employer-provided benefits,</li> <li>integrated setting, and</li> <li>opportunities for advancement.</li> </ol> <p>The individual's placement must meet all criteria for VR to provide payment to a provider for the placement. These three criteria are further detailed below:</p> <p><b>Competitive wages:</b> Work can be performed on a full-time or part-time basis (including self-employment). The individual receives compensation at a rate that is not less than the federal minimum wage AND is not less than the customary rate paid by the employer for the same or similar work performed by other employees who are not individuals with disabilities and who are similarly situated in similar occupations by the same employer and who have similar training, experience, and skills. In the case of an individual who is self-employed, the employment must yield an income that is comparable to the income received by other individuals who are not individuals with disabilities and who are self-employed in similar occupations or on similar tasks and who have similar training, experience, and skills. The individual must be eligible for the level of benefits provided to other employees.</p> <p><b>Integrated location:</b> The location of employment is typically found in the community. For the purpose of performing the duties of the position, the employee with a disability interacts with other employees within the particular work unit and the entire work site. As appropriate to the work performed, the employee with a disability interacts with other persons (<i>e.g.</i>, customers and vendors), who do not have disabilities (not including supervisory personnel or individuals who are providing services to such employee) to the same extent that employees who are not individuals with disabilities and who are in comparable positions interact with these persons.</p> <p><b>Opportunities for advancement:</b> The placement must provide, as appropriate, opportunities for advancement that are like those for other employees who are not individuals with disabilities and who have similar positions.</p>

Term	Definition
Customized Employment	Customized employment is competitive, integrated employment, that is designed to meet the specific abilities of the individual with a significant disability and the business needs of the employer and is carried out through flexible strategies. Strategies may include job exploration by the individual and working with an employer to facilitate placement, including customizing a job description based on current employer needs or on previously unidentified and unmet employer needs. The provider or participant may work with an employer to develop a set of job duties, determine a work schedule and job arrangement, specifics of supervision (including performance evaluation and review), job location, and services and supports at the job location. Customized employment is funded in the same way and at the same rates as other employment services, including supported employment.
Extended Services	Extended services are ongoing support services needed to support and maintain an individual with the most significant disability in their job. These services are provided by a State agency, a private nonprofit organization, employer, natural supports, or any other appropriate resource. In the case of a youth with a most significant disability, VR may provide extended services up to 4 years, or until the youth turns 25 years old.
Individualized Plan for Employment (IPE)	The IPE is the plan the counselor and participant, at a minimum, jointly develop and implement with a vocational goal and objectives to reach that goal. The IPE includes services, service providers, and supports.
Informed Choice	Informed choice was implemented in The Rehabilitation Act of 1973. The law requires that activities and services are provided in a manner consistent with the principles of respect for individual dignity, personal responsibility, self-determination, and pursuit of meaningful careers, based on informed choice of individuals with disabilities. It requires that participants must be active and full partners in the VR process, making meaningful and informed choices during assessments for determining eligibility and VR service needs, and in the selection of employment goals.
Natural Supports	<p>Natural supports exist naturally in the workplace and the community. Primary participant supports should occur naturally, and professional supports (training or consultation) should be used only when the participant needs additional support or accommodations. Once employed, job coaching is provided with immediate emphasis on development of natural supports that allow for a more effective and efficient fading plan. In general, naturally occurring workplace supports are those which typically occur (already existing) in that workplace and include natural ways and means established within any business. The following are examples of natural supports:</p> <ul style="list-style-type: none"> <li>• The supervisor or coworker provides the employee with the same initial training as everyone else, with the employment specialist available to offer suggestions on accommodations and help with any additional training.</li> <li>• The supported employee rides to work with a coworker rather than the employment specialist.</li> </ul> <p>Generally, there are five types of natural supports the supported employee might need to be successfully employed:</p> <ul style="list-style-type: none"> <li>• Employer-provided or facilitated</li> <li>• Transportation</li> <li>• Community</li> <li>• Personal and independent living</li> <li>• Social integration</li> </ul>
Negotiable Employment Conditions/Preferences	These are preferences for working conditions and the things that a participant would like to be considered when looking for suitable employment.

Term	Definition
Non-Negotiable Employment Conditions	<p>The participant indicates these employment conditions must or must not be present in an employment placement. These conditions must always be considered when looking for an employment placement. Non-negotiable conditions may include the following:</p> <ul style="list-style-type: none"> <li>• Job duties the participant is unable or not willing to perform</li> <li>• Workplace conditions that are unacceptable even with supports (e.g., the participant must use the bus for transportation, but the bus does not run on Sunday, so, a job requiring Sunday hours is not acceptable)</li> <li>• Elements of culture or beliefs (e.g., an individual’s religion may not permit individuals of the opposite sex to work alongside each other, or specific articles of clothing may need to be worn, regardless of a company’s uniform)</li> </ul>
On-the-Job Training (OJT)	<p>OJT is training in specific job skills by a prospective employer. Generally, the trainee is paid during this training and will remain in the same or a similar job upon successful completion.</p>
Post-Employment Services	<p>Post-employment services mean one or more services that are provided after the achievement of an employment outcome and are necessary for an individual to maintain, regain, or advance in employment. Post-employment services are available to meet rehabilitation needs that do not require a complex and comprehensive provision of services and should be limited in scope and duration. For example, such services are available to assist an individual whose job may be in jeopardy because of a conflict with coworkers, or the participant needs assistance in learning a new skill because of a change in job duties.</p>
Review of the Local Job Market or Labor Market Survey	<p>This is an assessment of a participant’s local, intended, or acceptable (relocation) labor market that includes information about the availability of specific jobs, as well as job titles, skill demands, accommodations, pay scales, fringe benefits, location, and accessibility of work sites for those specific jobs in that geographical area. Tool options for this assessment may include the following:</p> <ul style="list-style-type: none"> <li>• Hoosiers by the Numbers (<a href="http://www.hoosierdata.in.gov/">http://www.hoosierdata.in.gov/</a>)</li> <li>• America’s Career Infonet (<a href="http://www.careerinfonet.org/">http://www.careerinfonet.org/</a>)</li> </ul>
Review of Work History and Transferable Skills	<p>This is an assessment of an individual’s skills that can be used in jobs other than those jobs the individual previously performed. These are skills and capacities acquired by an individual from previous work and other experiences which have now been lost because of the impairment. Results of this assessment will include the identification of the transferable skills and the specific occupation(s), along with the specific occupation(s) wherein those skills are marketable. Occupations identified can be used to establish vocational goals and to identify job placement alternatives which may be immediately pursued by the participant with little or no vocational training. Tool options for this assessment include the following:</p> <ul style="list-style-type: none"> <li>• Indiana Career Connect/Career Explorer (<a href="https://www.indianacareerconnect.com/vosnet/Default.aspx?plang=E">https://www.indianacareerconnect.com/vosnet/Default.aspx?plang=E</a>)</li> <li>• Career Index (<a href="http://www.thecareerindex.com/dsp_intro.cfm">http://www.thecareerindex.com/dsp_intro.cfm</a>)</li> <li>• In-depth questions regarding previous work (<a href="http://www.nextsteps.org">http://www.nextsteps.org</a>)</li> </ul>

Term	Definition
Severity Determination:  Not Significant Disability (NSD)  Significant Disability (SD)  Most Significant Disability (MSD)	<p>Not Significant Disability (NSD), Significant Disability (SD), and Most Significant Disability (MSD) are designations used in the severity determination process. This determination is required for the VR Program to meet federal reporting requirements and is used as a prerequisite to the provision of SE services, which are limited to individuals with the most significant disabilities. The severity determination will establish that the individual's disability is a disability of one of three levels of significance:</p> <ul style="list-style-type: none"> <li>• NSD – has a physical or mental impairment that results in a substantial impediment to employment and who presumably will benefit in terms of employment outcome from the provision of VR services</li> <li>• SD – has a severe physical or mental impairment that will substantially limit <u>one or two</u> functional capacities (communication, interpersonal skills, mobility, self-care, self-direction, work skills, and work tolerance) in terms of employment outcome and who can be expected to require multiple VR services over an extended period of time</li> <li>• MSD – has a severe physical or mental impairment that substantially limits <u>three or more</u> of the functional capacities, specified above, in terms of employment outcome who can be expected to require multiple VR services over an extended period of time</li> </ul>
Stabilization	<p>Stabilization is the highest level of independence an individual can attain after an appropriate period of supports, including SE services (up to 24 months) and other supports, and is jointly agreed to by the participant and VR Counselor. Individuals may achieve stabilization immediately upon starting a job or may require many months of support prior to achieving the highest level of independence. For SE services, there is an expectation that fading (decreasing the amount of support as a participant becomes more proficient in completing job duties) of supports occurs prior to stabilization. When deciding if an individual has achieved stability, the following questions should be considered:</p> <ul style="list-style-type: none"> <li>• Is it evident that fading of supports has occurred, even if fading has not been entirely linear (i.e., periods of ebb and flow)?</li> <li>• Has the participant made significant progress in gaining independence on the job during the period of supports?</li> <li>• Is there strong potential for the individual to become more independent, resulting in additional fading of supports?</li> <li>• Is the participant meeting performance standards of the employer, with as little support as possible and as is likely for that individual?</li> <li>• Why do you believe the participant has achieved their highest level of independence? What other evidence do you have?</li> <li>• For participants receiving SE, are you confident the participant will be able to maintain the job with the appropriate extended services?</li> </ul>
Task Analysis	<p>Task analysis helps determine what should be taught. It is the process of teaching a skill by breaking it into smaller, more manageable steps. As the smaller steps are mastered, the participant becomes increasingly independent in their ability to perform the larger skill.</p>

Term	Definition
Trial Work Experience (TWE)	<p>Prior to any determination that an individual with a disability is incapable of benefiting from vocational rehabilitation services in terms of an employment outcome because of the severity of that individual’s disability, VR must conduct an exploration of the individual’s abilities, capabilities, and capacity to perform in realistic work situations to determine whether there is clear and convincing evidence to support such a determination. This process is conducted through a TWE.</p> <ul style="list-style-type: none"> <li>• An agreed-upon written TWE plan must be in place.</li> <li>• The assessment must be in the most integrated setting possible, using real work settings, and must offer enough time and variety to determine whether the participant is capable or incapable of benefiting from VR services in terms of an employment outcome.</li> <li>• Periodic assessments and, upon completion, a written report is required.</li> </ul>
Vocational Themes	<p>Vocational themes direct individuals seeking vocations to environments and businesses that take advantage of their unique talents and abilities. This process is designed to generate at least two overarching vocational themes. The themes are not job descriptions, but rather a more expansive approach that looks at large umbrella topics that represent many jobs, environments, skills/tasks set, and interests.</p>



# Attachment A

## EMPLOYMENT SERVICES WORKFLOW

The following is a step-by-step overview of the employment service process:

1. Start with Discovery; Discovery is necessary for all individuals (SE or non-SE) though specific activities; scope and duration of activities will vary based on individual need.
2. Determination as to whether the individual is ready to begin job development:
  - a. If YES → begin job development and placement activities.
  - b. If NO → what additional Discovery is necessary before job placement activities begin?
3. Discovery Profile is finalized and submitted to VR at the conclusion of Discovery services.
4. Job development and placement plan is developed through collaboration among the participant, provider, and VR Counselor.
5. Begin job development under the milestone structure.
6. Obtain employment in line with IPE goal; if employment is not obtained, identify whether there are additional job readiness activities necessary and/or consider modifications to employment goal or strategies to achieving goal.
7. Notice of Job Offer is submitted to VR for approval as soon as possible, preferably at least 2 business days prior to the job start date.
8. Milestone 1: Job Development and Placement (One Week of Employment) is achieved and Milestone Payment Verification and Invoice Form is submitted to VR.
9. Milestone 2: Support and Short-Term Retention (Four Weeks of Employment) is achieved and Milestone Payment Verification and Invoice Form is submitted to VR.
10. Employment Support and Retention Plan is developed during the first four weeks of employment.
11. Necessary supports are provided, including SE services for individuals with an MSD; SE services funded by VR may continue for up to 24 months. On-the-job support short-term is available for participants who are not MSD but require short-term support to achieve stabilization.



Typically, SE Hourly services, or On-the-job support short-term, begin after achievement of Milestone 2: Support and Short-Term Retention (4 Weeks of Employment); SE Hourly services, or On-the-job support short-term, may begin earlier if participant has a high level of need (in this circumstance, defined as requiring more than 40 hours of support during the first 4 calendar weeks on the job); hours over the 40-hour “trigger” during first 4 weeks may be funded through SE Hourly, or On-the-job support short-term.

12. Employment Support and Retention Plan is reviewed and revised as necessary (at least quarterly).
13. Stabilization is achieved (point in time where the participant has reached their highest level of independence on the job) and Stabilization Notification is submitted to VR.
14. Milestone 3: Retention is achieved (participant has maintained employment for at least 90 days after reaching stabilization) and Milestone Payment Verification and Invoice Form is submitted to VR.
15. Youth Extended Services begin for participants meeting the requirements as described in this manual.
16. Monthly Progress Reports are submitted to VR each month that employment services are provided until the case is closed.

## Attachment B

### SERVICE CODES AND RATES

Service	CC-DC code	Rate
Discovery: Work Based Assessment	53-05	\$50 per hour
Discovery Activities (includes vocational testing, job shadow, situational assessment and other activities as Specified in Manual)	53-10	\$50 per hour
Employment Services: Job Readiness Training	80-05	\$50 per hour
Employment Service Outcomes Milestone 1: Job Development and Placement - Supported Employment	82-01	\$1,500
Employment Service Outcomes Milestone 2: Support and Short-Term Retention - Supported Employment	82-02	\$2,000
Employment Service Outcomes Milestone 3: Retention – Supported Employment	82-03	\$2,000
Employment Service Outcomes Milestone 1: Job Development and Placement	72-01	\$1,500
Employment Service Outcomes Milestone 2: Support and Short-Term Retention	72-02	\$2,000
Employment Service Outcomes Milestone 3: Retention	72-03	\$2,000
Performance Incentive Payment Level 1	80-06	\$226
Performance incentive Payment Level 2	80-07	\$791
Performance incentive Payment Level 3	80-08	\$1,356
Job Search Assistance/Job Placement Assistance	80-01	\$50 per hour
On-the-Job Supports – Short-Term	80-04	\$50 per hour
Supported Employment (SE) Hourly	63-01	\$50 per hour
Youth Extended Services	72-04	\$50 per hour