

Dignity in Pay Workbook



Executive Staff Guide

Agency Personnel Transition

Question 1:

What specific changes in staff skills, structure, or support will have the greatest impact on long-term success?

How can leadership be proactive? What can you do? How will you begin?

Question 2:

Consider the six steps of workforce transformation – assessment, role redesign, caseload alignment, recruitment, change management, and training. Where is your greatest vulnerability?

What can you do? How will you begin? Who will help?

Question 3:

Which workforce metrics are you consistently reviewing at the leadership level, and how are those datapoints directly shaping your staffing investments, retention strategies, and long-term sustainability decisions?

Question 4:

Are your leadership roles and responsibilities clearly defined to support workforce transformation?

What are the gaps? How can you strengthen your plan? What support do you need?

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Agency Personnel Transition

Question 5:

How should leadership redesign roles and staffing ratios to transition DSPs into community-based positions without increasing burnout or turnover?

Question 6:

Given that 68% of revenue is tied to facility-based services, what phased reinvestment strategy should be implemented to support training, wage adjustment, and travel-related cost?

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Agency Personnel Transition

Question 7:

With a 28% DSP turnover rate and concerns about travel and schedule flexibility, what immediate retention strategies should be prioritized during the first 12 months of transition?

Question 8:

How should the agency prioritize training investments to build employment competencies quickly while maintaining service delivery continuity?

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Notes/Extended Answer(s)

[illegible]

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Data-Driven Decision Making

Question 1:

How does your organization approach data and decisions?

Who is involved? When do you revise? What can you do? How will you begin?

Question 2:

What have been your biggest challenges related to data collection?

What can you do? How will you begin? Who will help?

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Data-Driven Decision Making

Question 3:

If you limited your organization to 5 data points that truly drive your transition to competitive integrated employment (CIE), what would they be?

How would you make visible decisions? Is there data you are collecting that no longer informs decisions?

Question 4:

What is one recent decision you made that was clearly driven by data – and how did you communicate that back to staff?

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Data-Driven Decision Making

Question 5:

Are you using data primarily for compliance, or as a proactive tool to guide staffing, funding, and program redesign?

Question 6:

What does current data show about continued 14(c) practices?

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Data-Driven Decision Making

Question 7:

Are assumptions about progress supported by evidence?

Question 8:

Are decisions being driven by data or by compliance deadlines?

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Data-Driven Decision Making

Question 9:

What clear data demonstrates progress toward CIE?

Notes/Extended Answer(s)

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Employer Engagement

Question 1:

What would be important to consider when engaging with employers to facilitate employment for individuals with disabilities?

Question 2:

What are your greatest challenges when engaging employers in your community?

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Employer Engagement

Question 3:

What would be some specific steps that field staff should take, and executives should take for employer engagement?

Question 4:

What do you think you can implement today?

In one month? In 6 months? In one year?

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Employer Engagement

Question 5:

As a leader, how can you remove barriers, set priorities, and reinforce success?

Question 6:

What on-site employer engagement activity can you do in the next 30 days? How about in 3 months? 6 months? One year?

In 3 months? In 6 months? In one year?

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Employer Engagement

Question 7:

What community-based employer engagement activity can you do in the next 30 days?

In 3 months? In 6 months? In one year?

Question 8:

After reviewing the case study, what would you do?

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Notes/Extended Answer(s)

[illegible]

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Funding

Question 1:

What if you shifted 10-20% of your current facility-based spending into community-based employment activities tomorrow?

What would change? What would need to change? How will you begin? Who is involved?

Question 2:

What have been the biggest fiscal challenges related to your transformation?

What can you do? How will you begin? Who will help?

Question 3:

Imagine operating for the next three years using only revenue tied directly to community-based and employment outcomes.

What fiscal changes would you prioritize? What operational changes would you make?
How will you begin?

Question 4:

If you looked at your contract utilization, productivity logs, employment outcomes, and cost-per-participant today, would you have enough information to make and support a data-driven decision?

What would the data tell you? Are you prepared to act on it?

Question 5:

What is one action you can take this quarter to better engage your leaders and board with fiscal planning?

Where will you find resistance? How can you strengthen your plan? What support do you need?

Question 6:

Given delayed milestone payments and underutilized waiver funding, how should the organization stabilize short-term cash flow without stopping service expansion?

Question 7:

With productivity at 62%, what operational changes would you implement to increase billable time while maintaining quality services?

Question 8:

With 18 months left on a facility lease, how should leadership safely phase out fixed costs without destabilizing operations?

Question 9:

If contract utilization improves and revenue increases by 10%, where should surplus funds be reinvested to strengthen long-term sustainability?

Notes/Extended Answer(s)

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Interagency Collaboration

Question 1:

Map out all the agencies involved in supporting one individual today.

Would everyone agree on the same goal? Would everyone know exactly who is responsible for what? Would there be gaps, overlap, or confusion?

Question 2:

Which of these collaboration challenges shows up most often in your current partnerships?

What is one step you can take? How will you begin? Who will help?

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Interagency Collaboration

Question 3:

Consider the five steps to interagency collaboration.

Which step is strongest in your current partnerships? Which step needs the most attention? What is one concrete action you could take in the next 30 days to strengthen it?

Question 4:

Do you collect collaboration data?

What story does the data tell? Does it reveal partnerships are effective?

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Interagency Collaboration

Question 5:

Looking at these roles — executives, middle management, field staff, and advisory boards — where is your organization strongest, and where might responsibilities need clearer definition or stronger follow-through? What is one step each role could take to better support effective collaboration?

Question 6:

Who Should Serve as the Convener, and Why?

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Interagency Collaboration

Question 7:

How can leaders reduce barriers?

Question 8:

With 18 months left on a facility lease, how should leadership safely phase out fixed costs without destabilizing operations?

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Interagency Collaboration

Question 9:

How should stakeholders build trust with the family?

Question 10:

How can agencies ensure the collaboration remains beneficial?

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Notes/Extended Answer(s)

[illegible]

Executive Staff Guide

Part 1: Strategic Planning

Question 1:

How does your organization approach strategic planning?

Who is involved? When do you revise? What can you do? How will you begin?

Question 2:

What have been your biggest challenges related to organizational change?

What can you do? How will you begin? Who will help?

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Part 1: Strategic Planning

Question 3:

Where do you see the greatest risk to sustainability?

What can you do? How will you begin? Who will help?

Question 4:

If you fast forward three years, what outcomes would prove your transformation was successful?

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Part 1: Strategic Planning

Question 5:

What is one action you can take this quarter to better engage staff and stakeholders with strategic planning?

Where will you find resistance? How can you strengthen your plan? What support do you need?

Question 6:

What is the top strategic priority for the next 12 months?

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Part 1: Strategic Planning

Question 7:

Which data points should most influence your immediate decision?

Question 8:

Where should you pilot adjustments before expanding organization-wide?

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Part 1: Strategic Planning

Question 9:

What communication and culture strategies are needed to stabilize the workforce?

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Part 1: Strategic Planning

Notes/Extended Answer(s)

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Part 2: Operational Planning

Question 1:

How does your organization approach operational planning?

Who is involved? When do you revise? What can you do? How will you begin?

Question 2:

What have been your biggest challenges related to operational change?

What can you do? How will you begin? Who will help?

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Part 2: Operational Planning

Question 3:

As you reflect on your current operations, where is the biggest gap between your strategic goals and what is actually happening day-to-day?

What specific change would close the gap? How will you begin? Who will help?

Question 4:

If you reviewed your operational data today, what story would it tell about your progress toward community integration and employment outcomes?

What important information might still be missing? How can you begin collecting data to fill the gaps?

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Part 2: Operational Planning

Question 5:

What is one action you can take this quarter to better engage staff and stakeholders with operational planning?

Where will you find resistance? How can you strengthen your plan? What support do you need?

Question 6:

Design an operational Framework.

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Part 2: Operational Planning

Question 7:

Create an actionable roadmap.

Question 8:

How will you monitor data and adjust for continuous improvement?

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Part 2: Operational Planning

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