

DIVISION OF REHABILITATION SERVICES

MARYLAND STATE DEPARTMENT OF EDUCATION

STRATEGIC PLAN

OCTOBER 2018 – SEPTEMBER 2021

Office of the Assistant State Superintendent Division of Rehabilitation Services



DORS Strategic Plan



• **Supports DORS Mission:** To provide leadership and support in promoting the employment, economic self-sufficiency and independence of individuals with disabilities.

• **Supports DORS Organizational Values:**

- Mission-Driven Organization
- True Concern for Our Customers
- Belief In and Commitment to Our Employees
- Collaboration & Teamwork
- Sense of Urgency
- Eagerness to Learn, to Take Necessary Risks and to Change
- Commitment to Continuous Improvement





Why is Strategic Planning Needed?

Rationale Statement:

To achieve the best employment outcomes for consumers, to prepare students with disabilities for transitioning, and disability decisions for claimants, DORS needs to look to the future in assuring a responsive, accountable agency structured to meet consumer/claimant needs, support staff, develop leadership, enhance partnerships and use to full advantage the technology and resources of today and tomorrow.

Strategic Plan



Goals for the Next Three Years (2019 – 2021)

Goal 1. Organizational structure will support the success of DORS customers and accurate/timely disability decisions for claimants in a manner that reflects statutory and regulatory requirements, respect for customer and claimants, and equitable working conditions for staff.

Goal 2. Increased use of current information technology will continue to enhance administration of the program, provision of services, and achievement of employment for consumers and timely and accurate decisions for claimants

Goal 3. Collaboration with partners identified within the WIOA Combined State Plan will be enhanced.

Goal 4. A strategy for increasing consistent staff training and practice will be implemented.

Strategic Plan



Objectives – Organizational Structure

1.1 Ensure infrastructure and staff are aligned to serve customers and claimants effectively.

1.2 Review, update, and document internal controls, and how they will be monitored, and errors corrected.

1.3 Enhance the work environment with the goal to promote a culture of staff retention.

Strategic Plan



Objectives – Information Technology

2.1 Identify, implement and train staff on technology updates supported and/or required by the State or Federal government that are anticipated to enhance work flow and responsiveness to consumers /claimants.

2.2 Update intranet, public website, and digital signage to enhance customer services and communication.

2.3 Promote strategic use of accessible technology and establish policy and internal controls to support staff effectiveness and efficiency.

Strategic Plan



Objectives – Partner Collaboration

3.1 Align with WIOA partners to increase opportunities for collaboration at the local level.

3.2 Respond to consumer needs by connecting them with community partners and appropriately tracking their involvement in services.

3.3 Provide effective services to employers that result in increased opportunities for consumers.

Strategic Plan



Objectives – Staff Training

- 4.1** Review internal and external staff training opportunities to compile an accessible training archive and identify additional staff training needs.
- 4.2** Reinforce staff understanding of policy changes by developing a systematic and routine process for addressing staff questions and concerns.
- 4.3** Develop cross-training opportunities for staff to promote exposure to other positions and assure continuation of critical functions.

SWOT Analysis



Strengths

- Non-partisan program, positive return on investment
- History of support of program by Governor and General Assembly by continuing to provide state general funds
- Internal Fiscal management
- Staff commitment to organizational values
- Well-developed leadership and staff training programs
- Innovative and flexible vocational rehabilitation supervisors
- Commitment to providing effective services to employers
- WTC Rehabilitation Technology Services staff expertise
- WTC partnership with businesses for customized training
- Multiple avenues for consumers to provide feedback

SWOT Analysis



Weaknesses

- Unfavorable federal formula for Vocational Rehabilitation resulting in relatively less funding than many other states
- Continued loss of staff positions over time
- Difficulty retaining staff in areas with higher cost of living and opportunities to earn higher wages
- Customer service challenges in parts of the state where caseload numbers are well above average
- Accessibility of state personnel software for all staff
- Limited availability of pre-employment transition services and other employment services in certain areas of the state
- Limited availability of specialized services for underserved populations statewide

SWOT Analysis



Opportunities

- Strengthening collaboration and data sharing with Maryland WIOA State Plan workforce partners
- Moving ahead with necessary intranet updates
- Partnering with technical assistance centers
- Streamlining case management
- Improving internal communication and controls
- Improving communication with consumers and partners
- Enhancing student potential for future success by providing pre-employment transition services
- Increasing availability of supported employment services leading to natural supports
- Partnering with benefits planning providers and Employment Networks
- Increasing measurable skills gains and credential attainment for consumers served by WTC
- Partnering with businesses and workforce programs to provide work-based learning experiences (e.g. O-J-T, Apprenticeships, & internships)

SWOT Analysis



Threats

- Increased customer demand for services, particularly pre-employment transition services
- Increased regulatory demands for documentation and reporting
- Potential for the waiting list to increase
- Potential for staff burn out
- Decreased Social Security reimbursement due to cases remaining open longer as a result of regulatory changes

Key Actions



Year One: October 2018 – September 2019

Organizational Structure

1. Document developed internal controls as required by the Workforce Innovation and Opportunity Act (WIOA) and RSA regulation
2. Streamline case management process and administrative procedures
3. Improve communication between staff and with consumers

Key Actions



Year One: October 2018– September 2019

Information Technology

1. Proceed with intranet update
2. Implement e-fax for inbound and outbound communication
3. Implement technology required to collect e-signatures
4. Expand use of Gov Delivery to send appointment reminders to customers and provide post-exit follow-up
5. Prepare business practice and policy for use of accessible technology for case management

Key Actions



Year One: October 2018– September 2019

Partnerships

1. Review and maintain local agreements with workforce partners with a focus on increasing high wage employment outcomes
2. Increase staff use of the Maryland Workforce Exchange
3. Increase consumer referrals to and tracking of consumer involvement with WIOA partners
4. Finalize updates to the DORS and BHA MOU
5. Develop data sharing agreement with MSDE to increase reporting for high school students, including graduates

Key Actions



Year One: October 2018 – September 2019

Staff Training

1. Compile an accessible electronic training archive
2. Conduct quarterly check-ins with staff regarding significant policy updates (e.g. supported employment)
3. Develop a plan to cross-train staff for critical positions