

Disability and Employment eLearning Modules

Manager's Toolkit

The [Disability and Employment eLearning Modules](#) present information to help frontline American Job Center (AJC) staff effectively serve customers with disabilities, work with partners, and provide inclusive business services. This toolkit will help you and other AJC managers lead staff through engaging discussions and activities related to the eLearning modules to ultimately improve your AJC's service delivery.

Using the Manager's Toolkit

Description



The Manager's Toolkit is a resource packet for AJC managers seeking to facilitate change and enhance their staff's understanding and implementation of the [Disability and Employment eLearning Modules](#).

Your Role



As a manager in an AJC, you play a vital role in prioritizing training and professional development for staff, but the work doesn't end there. To truly make an impact on improving your AJC's service delivery for jobseekers with disabilities, you may need to wear several hats. Possible roles you may take on include:

- ◆ Onboarding and Training Lead
- ◆ Discussion Facilitator
- ◆ Problem Solver
- ◆ Task Manager
- ◆ Champion
- ◆ Relationship Builder (Partners and Business)

This Manager's Toolkit is provided as a resource to help you coach, guide, and lead your team to success. It's up to you to make it your own. Feel free to modify the toolkit as needed to fit the needs of your unique AJC.

Instructions



To get the most out of this toolkit, be sure to:

- 1. Familiarize yourself with the contents of the toolkit and the topics within each eLearning module that you will assign to staff.** It is difficult to facilitate discussions if you are not familiar with the material.
- 2. Consider your AJC's unique strategy and plan for implementation.** How will you make use of meetings, resources, and team strengths?
- 3. Encourage staff to complete the assigned eLearning modules and make sure they are aware of the accompanying activity worksheets.** You may assign all three eLearning modules to your staff, or you may select modules that are most relevant to their needs. The worksheets that accompany each module provide staff with opportunities to reflect on module topics and can be used in conjunction with the activities in this toolkit.



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eLearning Strategy Session Guide

What is an Effective eLearning Strategy Session?

One of the best ways to facilitate change in your AJC and engage with staff about the concepts in the eLearning modules is by setting up eLearning strategy sessions. An effective eLearning strategy session provides team members an opportunity to step outside their daily work and think strategically about how the eLearning modules apply to their roles. It also allows *you* to identify coaching opportunities, highlight best practices, and identify useful resources for your team.

While eLearning strategy sessions will look different in each AJC, here are a few guiding principles to keep in mind.

An eLearning strategy session is:	An eLearning strategy session is NOT:
✓ A safe environment to share ideas	✗ A venue for harsh criticism or shooting down ideas
✓ A time to think outside of the box	✗ A time to discuss day-to-day action items or assignments
✓ A platform for innovative and creative problem solving	✗ A remedy that will solve every challenge your AJC is facing with serving customers with disabilities
✓ Championed by a leader, but owned by the entire team	✗ One team member's responsibility

A Checklist for Managing an eLearning Strategy Session

Careful preparation and focused facilitation will help you make the most of your eLearning strategy session. Ensure that you and all members of your team have completed the eLearning module(s) and the activity worksheet(s) prior to the meeting. Also, be prepared to elaborate on key discussion points and answer questions regarding the value of the eLearning modules to your AJC. It is recommended that you allow a minimum of 60 minutes for the strategy session.

I. Preparation

- ☐ Prepare session objectives.
- ☐ Consider how much time you will need to accomplish your objectives.
- ☐ Assign prework (i.e. each team member will complete Module 1 before the session).
- ☐ Distribute materials (i.e. PowerPoint slides, discussion questions, activity worksheets, etc.).

II. Facilitation

- ☐ Keep the tone of the strategy session positive and nonjudgmental to encourage team members to contribute.
- ☐ Make it a group discussion, not a top-down presentation. Offer more open-ended questions than statements.
- ☐ Ensure that the dialogue of the meeting is not dominated by a single voice and that all participants are provided an equal opportunity to speak. Consider using a timer.
- ☐ Consider providing participants an opportunity to brainstorm freely on their own or in pairs before sharing with the larger group.

III. Wrap-up and Follow-up

- ☐ Summarize discussion points.
- ☐ Remind team of the overall objectives and goals of the session.
- ☐ Review next steps and action items.
- ☐ Acknowledge strong contributions from team members.
- ☐ Send reminders and follow-up communication as needed.

Discussion Questions

As an AJC manager, it is your role to provide your team with the guidance and support they need to provide good customer service to all customers including customers with disabilities and businesses. There are many key questions that you can leverage for eLearning strategy sessions that will help your team provide more effective customer service and improve overall service delivery. Some examples include, but are not limited to, the following:

- ◆ What questions do you have regarding the eLearning module(s) or reflection activities? Do you have any concerns? If so, what are they?
- ◆ After completing the eLearning module reflection activities, were you inspired to make any changes in your daily work? What changes could we consider as a team?
- ◆ What are some ways that we can leverage the eLearning module(s) to improve the quality of the services we provide to customers with disabilities and/or businesses?
- ◆ Which state examples stood out most to you? How might we apply a similar approach in our AJC?
- ◆ Have you implemented strategies from the eLearning modules in your daily work? If so, how? What results or improvements have you noticed so far?
- ◆ What are some ways we can measure or track the effectiveness of changes we implement? In other words, how will we know if our service delivery strategy has improved the experience of customers with disabilities?
- ◆ What is an element of your daily work routine or environment that could be improved to better serve customers with disabilities or business customers?
 - ◇ What is one change you would like to make?
 - ◇ How would the change make an impact?
 - ◇ Who would it benefit the most?

As you ask these and other relevant questions, highlight and elaborate on key points that are raised by your team. Record useful information on a whiteboard or shared document so that you can reference it in the future and keep track of progress.

Best Practices and Tips

AJC managers and staff across the country weighed in on their best practices and tips for effective eLearning module strategy sessions. Check them out below:

- ✓ Delegate and identify key team members to help with facilitation and task management. By using your team members' strengths, you can free up time for yourself while also creating buy-in and ownership for the team.
- ✓ Provide a consistent venue for discussion. Consider setting up a recurring meeting series to address the eLearning modules and related activities.
- ✓ Consider blending your eLearning module strategy session with regularly scheduled training sessions and/or staff meetings.
- ✓ Incorporate scenarios from the eLearning modules as practice opportunities. As a team, practice providing quality customer service for customers with a range of disabilities, as well as partners and businesses.
- ✓ Make sure your efforts are sustainable over time and that your eLearning module strategy session is not "one and done." Schedule time to follow up, evaluate how things are going, and involve new staff as they are onboarded.
- ✓ Use the session to identify successes and best practices that can be shared with partners beyond your team.

Team Activities

The following three activities are provided to help you engage with your staff to narrow down your AJC's priorities, reflect on your strengths and challenges, and ultimately create an action plan that will help your AJC implement the concepts showcased in the eLearning modules.

The activities can be completed all at once, or spread out over multiple eLearning strategy sessions, but the key is to ensure that they are completed as a *team*. Each staff member's contributions will be valuable in ensuring that the completed activities are comprehensive, thoughtful, and sustainable.



Activity 1: Identifying Priorities

In this activity, your team will work independently or with a partner to identify priority topics from each eLearning module. Then, you will engage in a group discussion regarding their selections and determine which topics best reflect the overall priorities of your AJC.

Directions:

1. Review the list of topics in each module below.
2. Individually or in pairs, select 1-2 topics per module you feel are the highest priority for your AJC.
 - a. **Please note** that your selections should not only reflect areas in which your AJC excels! Rather, your selections should reflect areas where your team has both strengths and opportunities for improvement.
3. Once you have made your selections, regroup and share them with the team. Be prepared to briefly explain why you identified these topics as priorities for the AJC and share examples to support your priorities.
4. As a team, we will narrow the list and agree upon priority topics for the AJC, ideally 1-2 per module. Again, our selections should reflect areas where our team has *both* strengths and opportunities for improvement.
5. When there is consensus on the priority topics from managers and staff members, move on to Activity 2.

eLearning Module Topics

1 Serving Individuals with Disabilities	2 Working Across Partners	3 Providing Inclusive Business Services
<ul style="list-style-type: none"> — WIOA and Disability: Understanding the Foundation — Disability Related Information: Asking, Telling, Using, and Storing Data — Maximizing Programmatic Accessibility — Maximizing Physical Accessibility — Effective Communication and Interaction with Individuals with Disabilities 	<ul style="list-style-type: none"> — Partnerships and Collaboration — Expanding Accessibility Through Partnerships — Universal Design and Access Strategies — Leveraging Funds and Resources 	<ul style="list-style-type: none"> — Collaboration and Outreach — Disability Awareness — Accessible Recruitment — Specialized Programming and Support — Making the Business Case

Activity 2: Recognizing Strengths and Challenges

Drawing from the priority topics identified in Activity 1, your team will work together to identify and list strengths and challenges for your AJC.

Directions:

1. Revisit the priority topics you identified as a team in Activity 1. Write these topics where indicated in the following tables.
2. As a team, discuss your AJC's unique strengths and challenges related to each topic and list them in the table. Be sure to capture relevant details and examples shared by team members.
3. When you have populated each table and are comfortable with the final product, move on to Activity 3.

Helpful Suggestion

Refer to the "Relate" questions in the eLearning module activity worksheets to jumpstart thinking about this activity, as many of the questions are related to strengths and challenges.



Example Topic: Maximizing Programmatic Accessibility

Strengths:

- ◆ *Our workshops are accessible to a wide range of individuals.*
- ◆ *We reference that we provide appropriate auxiliary aids or services, including assistive technology to afford equal opportunity to participate in, and enjoy the benefits of, our programs or activities.*

Challenges:

- ◆ *We have a reasonable accommodation policy but we don't enforce it.*
- ◆ *While we indicate language regarding equal opportunity to participate, we do not necessarily know what auxiliary aids or services to provide.*



eLearning Module 1: [Serving Individuals with Disabilities](#)

Priority Topic #1:

Strengths:

Challenges:

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Priority Topic #2:

Strengths:

Challenges:

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eLearning Module 2: [Working Across Partners](#)

Priority Topic #1:

Strengths:

Challenges:

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Priority Topic #2:

Strengths:

Challenges:

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eLearning Module 3: [Providing Inclusive Business Services](#)

Priority Topic #1:

Strengths:

Challenges:

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Priority Topic #2:

Strengths:

Challenges:

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Activity 3: Creating an Action Plan

In this activity, your team will refer to the concepts and examples in the eLearning modules to brainstorm ways to overcome the challenges identified in Activity 2. Use the template provided to create an action plan for addressing these challenge areas.

Directions:

1. Review the challenges identified in Activity 2.
2. Individually or as a team, brainstorm possible strategies to overcome the challenges. Refer to the eLearning modules as needed to help identify solutions, strategies, and examples that may be useful for your AJC.
3. Review the action plan template below and work together to fill in the blocks.
 - a. What is the challenge you want to address?
 - b. What is the outcome or change you want to see in your AJC?
 - c. What strategy or state example will you use to address it?
 - d. What are the specific action steps to implement the strategy?
 - e. What is your timeline?
 - f. Who is responsible?
 - g. How will you know you are successful?

Be sure to think **SMART**:

Specific (simple, sensible, significant), **Measurable** (meaningful, outcome-based), **Achievable** (agreed, attainable, assignable), **Relevant** (reasonable, realistic, results-based), **Time-bound** (time-limited).

Helpful Suggestion

Refer to the “Apply” questions in the eLearning module activity worksheets to help brainstorm possible solutions to challenges you have identified.



Action Plan

What is our challenge?	What is the change or outcome we want to see in our AJC?	What strategy or state example can we use to address it?	What are the specific action steps to implement the strategy?	What is our timeline?	Who is responsible?	How will we know we are successful?