

# Supervising Job Developers for Successful Outcomes

Innovations in Employment Supports

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**Eleversity**  
NEXT-LEVEL WORKFORCE EDUCATION

## Supervising Job Developers for Successful Outcomes

### Quality Indicators of Job Development – Best Practices

*Move teams away from “we’re busy” toward “this is working.”*

<b>1. Discovery-Driven Practices — Quality is evident when...</b>
<input type="checkbox"/> Job development is clearly based on Discovery information
<input type="checkbox"/> Vocational themes—not job titles—drive employer selection
<input type="checkbox"/> Job developers can explain why a business is a good match
<input type="checkbox"/> Individual preferences and conditions for success are honored
<input type="checkbox"/> Job searches are individualized rather than generic [not in reference to business engagement]
<b>Red Flags</b>
<input checked="" type="checkbox"/> Same employers used for multiple people
<input checked="" type="checkbox"/> “Any job is a good job” thinking
<input checked="" type="checkbox"/> Discovery is completed but not referenced
<b>2. Purposeful Employer Engagement — Quality is evident when...</b>
<input type="checkbox"/> Employers are researched before contact
<input type="checkbox"/> Conversations focus on employer needs, not program services
<input type="checkbox"/> Job developers identify unmet needs or tasks; Roles are shaped to match vocational themes
<input type="checkbox"/> Job developers listen more than they talk
<input type="checkbox"/> Relationships continue beyond a single hire
<input type="checkbox"/> Employers recognize and remember the job developer
<input type="checkbox"/> Competitive, integrated employment standards are upheld
<b>Red Flags</b>
<input checked="" type="checkbox"/> Cold calls with no preparation
<input checked="" type="checkbox"/> Scripted pitches
<input checked="" type="checkbox"/> One-time employer contacts only
<b>3. Business-Focused Communication — Quality is evident when...</b>
<input type="checkbox"/> Disability is not the focus of initial conversations
<input type="checkbox"/> Job developers speak confidently and professionally; Language is respectful, strengths-based, and employer-friendly; Use of business language
<input type="checkbox"/> Negotiation benefits both employer and job seeker; Customization is framed as a business solution
<b>Red Flags</b>
<input checked="" type="checkbox"/> Over-explaining support needs; talking only about the supply-side
<input checked="" type="checkbox"/> Apologetic or tentative tone; lacks confidence
<input checked="" type="checkbox"/> Leading with funding or accommodations

## Supervising Job Developers for Successful Outcomes

<b>4. Strong Documentation &amp; Use of Data — Quality is evident when...</b>
<input type="checkbox"/> Notes reflect substance, not just activity
<input type="checkbox"/> Data tells the story of progress and learning
<input type="checkbox"/> Documentation connects Discovery to outcomes
<input type="checkbox"/> Data is used in supervision to guide strategy
<b>Red Flags</b>
<input checked="" type="checkbox"/> Inflated numbers
<input checked="" type="checkbox"/> Vague notes, missing critical details
<input checked="" type="checkbox"/> Data collected only for compliance
<b>5. Post-Placement Engagement &amp; Retention — Quality is evident when...</b>
<input type="checkbox"/> Job developers remain involved after hire
<input type="checkbox"/> Employers feel supported during onboarding
<input type="checkbox"/> Issues are addressed early and collaboratively
<input type="checkbox"/> Retention and job satisfaction are tracked
<input type="checkbox"/> Supports are faded thoughtfully and well documented
<b>Red Flags</b>
<input checked="" type="checkbox"/> “Place and move on” mentality
<input checked="" type="checkbox"/> Limited employer follow-up
<input checked="" type="checkbox"/> Preventable job losses
<b>6. Professional Judgment &amp; Ethics — Quality is evident when...</b>
<input type="checkbox"/> Job developers are well trained and use sound decision-making
<input type="checkbox"/> Ethical boundaries are maintained
<input type="checkbox"/> Confidentiality is respected
<input type="checkbox"/> Job matches prioritize long-term success
<input type="checkbox"/> Staff know when to seek guidance
<b>Red Flags</b>
<input checked="" type="checkbox"/> Rushing the job-match and hire
<input checked="" type="checkbox"/> Ignoring mismatch indicators
<input checked="" type="checkbox"/> Poor boundary management

**Supervisor Scoring Rubric for Quality Job Development** — This format works well for **supervision meetings, performance reviews, coaching plans, and quality assurance.**

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**Supervisor Rubric: Quality Job Development Practices**

**Rating Scale**

<b>Score</b>	<b>Description</b>
<b>1 – Needs Improvement</b>	Practice is inconsistent or ineffective; significant coaching required
<b>2 – Developing</b>	Some quality practices present but inconsistent
<b>3 – Proficient</b>	Consistently demonstrates solid job development practice
<b>4 – Exemplary</b>	Demonstrates advanced skill and models best practice for others

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<b>Supervisor Scoring Summary</b>		<b>Score Interpretation Guide</b>	
<b>Category</b>	<b>Score</b>	<b>Score Range Interpretation</b>	
Activity Metrics	___	<b>20–24</b>	Advanced job developer; may mentor others
Process & Quality	___	<b>15–19</b>	Solid performance; continue skill development
Outcome Metrics	___	<b>10–14</b>	Developing; targeted coaching recommended
Quality of Employment	___	<b>6–9</b>	Immediate supervisory support needed
Employer Engagement	___		
Equity & Systems Impact	___		
<b>Total Score: _____ / 24</b>			

## Job Development Quality Rubric

	<b>1 – Needs Improvement</b>	<b>2 – Developing</b>	<b>3 – Proficient</b>	<b>4 – Exemplary</b>
<b>Activity Metrics</b>	Most work occurs in office; heavy reliance on online applications	Some employer outreach but inconsistent or unplanned	Regular employer meetings and purposeful outreach	Highly strategic outreach; consistently builds new employer connections
<b>Process &amp; Quality</b>	Limited preparation; conversations focus on program or disability	Some employer research; approach sometimes business-focused	Employer conversations focus on business needs; professional communication	Skilled relationship builder; adapts approach to each employer and situation
<b>Outcome Metrics</b>	Few job offers or placements despite activity	Occasional placements; inconsistent outcomes	Regular competitive employment outcomes	Strong and consistent employment outcomes; placements often occur through relationships
<b>Quality of Employment</b>	Job matches poorly aligned with interests or Discovery	Some alignment with vocational themes	Jobs generally match interests, skills, and conditions for success	Strong customized matches with growth potential and job satisfaction
<b>Employer Engagement</b>	Mostly cold calls or one-time employer contacts	Some ongoing relationships but limited depth	Maintains multiple active employer relationships	Employers actively reach out; repeat hiring and referrals occur
<b>Equity &amp; Systems Impact</b>	Employment opportunities limited to certain individuals or job types	Some variety but opportunities uneven	Serves individuals with varying support needs	Expands opportunities across industries and support needs; champions equitable access

## Coaching Plan Section

### Strengths Observed

- \_\_\_\_\_
- \_\_\_\_\_

### Growth Areas

- \_\_\_\_\_
- \_\_\_\_\_

### Supervisor Coaching Actions

- \_\_\_\_\_
  - \_\_\_\_\_
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### Best Practice Tip for Supervisors

Use this rubric **during multiple observations**, not just annually. Quality job development is best evaluated through:

- Field observation
  - Employer visit shadowing
  - Case review discussions
  - Outcome tracking
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## Job Development Supervision Tool

**Job Developer:**

**Date:**

**Business Name:**

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### Employer Engagement Observation Checklist

- Prepared and researched employer
- Presented a clear purpose of visit, polished introduction professional communication
- Handled objections by addressing: Cost concerns; performance concerns; comfort/unknown concerns
- Asked clarifying questions; shared program statistics; shared examples or success stories; offered practical solutions [did not try to “convince.”]
- Employer-focused conversations; demonstrated benefits to the employer
- Identified next steps

**Notes:**

### Discovery-Informed Job development

- Job development reflects vocational themes
- Individual strengths and preferences considered
- Avoids generic job search

**Supervisor Reflection:**

**Areas to improve / Action Plan:**

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<b>Higher Level Allowable SEMP Services That Can Increase Quality Outcomes</b>	
<b>(iii)</b>	job development, analysis, customization, and carving, including negotiating and creating potential jobs with prospective employers on behalf of an individual or group of individuals;
<b>(vi)</b>	development and review of a business plan (for individuals who are pursuing self-employment or are self-employed);
<b>(x)</b>	benefits support, advisement, and asset development;
<b>(xv)</b>	negotiating potential jobs with prospective employers on behalf of an individual;
<b>(xii)</b>	communication with an existing employer to review the individual's progress in meeting workforce expectations and to discuss and address any challenges the individual may have in the work environment and career advancement services;
<b>(xiii)</b>	communication with the individual, family or other members of the individual's circle of support to discuss and address employment-related issues, such as management of benefits or challenges the individual may have in the work environment;
<b>(xiv)</b>	meetings, reports, and communication with OPWDD staff including staff regarding progress and outcomes for individuals receiving SEMP services;
<b>(xvi)</b>	planning the delivery of all allowable SEMP services;
<b>(xvii)</b>	managing the delivery of all allowable SEMP services;
<b>(xviii)</b>	preparation and review of documents, reports, and other required information in support of SEMP allowable services as required by OPWDD;
<b>(xix)</b>	staff time to attend OPWDD Innovations Training;