RECRUITING, TRAINING AND SUPPORTING THE RIGHT STAFF

GENNI SASNETT
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CHANGING THE VISION OF STAFF

Civil rights workers

Employment First is fundamentally a civil rights movement

Change agents

Not here to "fix" people with disabilities, but rather to help change society's perception and perspectives about disability

Navigators

Negotiating opportunities and open doors to new experiences

IMPLICATIONS FOR STAFF

Roles and responsibilities change

Operate more independently **and** interdependently

New roles emerge

Management roles changes

Teamwork more essential

DIFFERENT WORK THAN FACILITY BASED

Difference must be addressed in:

- Job descriptions
- Recruitment strategies
- Interviewing
- Orientation/training
- Expectations
- Evaluations
- Support - management plan and management behavior

CREATING THE JOB DESCRIPTION

First you have to identify what you are looking for in staff

QUALITIES AND CHARACTERISTICS

- Self-directed and organized
- Innovative
- Strong personal work ethic
- Good communication skills, including listening
- Ability to engage and "draw out" others
- Decision-making ability
- Crisis management

- Professional personal presentation
- Ability to negotiate/compromise
- Committed advocate
- Uses "teachable moments"
- Understands how to provide support from "behind the scenes"
- Well connected in his/her community

SAMPLE FROM JOB DESCRIPTION
JOB SUMMARY

- Works with assigned individuals, staff and circles of support to identify the job seekers interests, skills, talents and possible support needs to facilitate community integrated employment.

- Works with community employers to gain an understanding of the overall functioning and personnel needs of their businesses.

- Makes sound matches between the work aspirations and skills of people supported and the personnel needs of employers, which result in satisfactory outcomes for both parties.

SKILLS AND COMPETENCIES

ACRE http://www.acreducators.org/competencies

ODEP Customized Employment

https://www.dol.gov/odep/pdf/2011cecm.pdf

COMPETENCIES

- Planning & organizing time & activities
- Facilitating meetings
- Conducting Discovery
- Developing & implementing job search plans
- Engaging in informational interviews with employers
- Creating job descriptions
- Developing, presenting & negotiating job proposals with employers
- Identify & provide effective training strategies for the new employee
- Find natural supports & provide assistance to them
- Arrange job coach support as needed
- Provide timely & effective customer service to employers & new employee

POSSIBLE JOB DUTIES

- Collaborate with the job seekers, families, agency staff and others to develop a Positive Personal Profile using Discovery and other approved techniques.

- Ensure the PPP used to develop job search plan & facilitate sound job matching is kept up to date, focuses on the interests and skills of the job seeker, is framed positively, highlights the talents of the individual, recognizes his/her support needs, includes both desired outcomes and "non-negotiables" for employment

- Conduct informational interviews with community employers to develop relationships learn more about their businesses and identify possible job opportunities

POSSIBLE JOB DUTIES

- Develop Job search plans based on Discovery

- Facilitate job matches that reflect the desires and conditions the job seekers have stipulated and address the workforce needs of the employer satisfactorily

- Support or provide initial job training

- Identify/facilitate long term/natural supports as needed

- Provide timely and effective customer service to employees and employers

- Ensure that information regarding the impact of employment on individual's benefits is accurate and kept up to date.

RECRUITMENT MARKETING - MESSAGING

What messages do you want to communicate?

What messages are you communicating?

Tailor messages to specific markets:
- Job seekers with disabilities
- Millennials
- Retired people
- Parents with school aged   children
- People from a particular   community
- Students

RECRUITMENT[2]

WRITING A JOB POSTING THAT ATTRACTS THE RIGHT PEOPLE

Values are key in our work – express of the agency's values in the recruitment process by:

Using thoughtful language describing the position in person-centered terms

Imbuing ads with the qualities and characteristics desired in staff

Focusing ads on what the applicant will be doing and expected outcomes of the work.

SAMPLE RECRUITMENT ADVERTISEMENT

Motivated *self-starter* with a *strong work ethic*, *good self-direction* and *organizational skills* and a *professional appearance* who likes *problem solving, enjoys people* and *develops relationships easily*, to assist job seekers with an array of interests and abilities to find suitable employment. The candidate will *develop relationships* with employers to address workforce needs and with job seekers to identify work interests, preferences, and skills. Preferred candidates will have experience working in the business community and with job seekers with diverse skills, abilities, and barriers to community employment.

METHODS AND MODES

E-recruitment/On-line recruitment (Indeed, Monster, Idealist)

Social Media (Facebook, Twitter Instagram, Pinterest)

Co-worker Referral – hiring bonuses

Networking (friends, families, schools, religious institutions, civic groups)

Out of the box! (identifying great customer service)

INCLUSIVE PROCESS

Involve people who will be supported when possible

Prep interviewers prior to interview (interviewing is a skill!)

Follow the lead of the people supported when they initiate a line of inquiry

THE INTERVIEW...

- **Discern people's values** (Focus less on experience, certification, degrees…)

- **Consider geography** (Where do they live? How well do they know the community where they will be providing supports?

- **Community connectedness** – (How are they connected to their communities? Do they seem able to connect others?)

- **Flexibility** – (Are they rigid about schedules? Are they good team players who will "go with the flow" when needed?)

SAMPLE INTERVIEW QUESTIONS:

1.) Tell me about yourself. How do you like to spend your free time?

2.) How are you connected with your community? Do you participate in any civic organizations or activities? How could you use your personal connections on behalf of people you support?

3.) Do you enjoy meeting people? Are you comfortable speaking in public or to people you don't know? How would you describe your personality?

SAMPLE INTERVIEW QUESTIONS:[2]

4.) Would you say you prefer to work more independently or with close supervision? Have you ever worked in a team? Did you enjoy it?

5.) Tell me about your experience with business. What did you learn?

6.) Describe your experience working with job seekers? Who were they and what did you do to help them?

OBSERVATIONS AND JOB SHADOWING

Arrange for the person applying for the job to make observations of staff doing the same or a similar job

Arrange for staff to spend a whole or partial work day shadowing staff as they perform their duties

If the second strategy is used, ask the staff present to share their opinion of the candidate

SELECTION STRATEGIES

- When hiring for an individual or specific group, including the individual(s) in a group interview can be helpful

- If you have used a variety of interviewing strategies (face to face interview, shadowing staff, testing) consider all of these along w/ references

- Conduct a process that allows for fair comparisons of candidates by interviewers (but don't forget gut feelings)

- Hire opportunistically – acquire talented staff, even if there are no open positions, if possible

ONBOARDING AND ORIENTATION

You never get a second chance to make a first impression – true for employees AND employers

Orientation -
- Balance hiring paperwork requirements with philosophy, mission values of the organization

Initial training – online with support and in person
- Required training – CPR/FA, medication administration, state-required
- Values immersion – a history of devaluation, creating and supporting valued roles, best practice examples
- Understanding role as ambassador for the individual supported, the agency and the cause

TRAINING - STRATEGIES & TECHNIQUES

You may hire someone who has many of the competencies you desire but not all. They will require specific training. Delivery strategies:

➢external training (face to face or on-line)

➢internal training (internal trainers)

➢field-based mentoring for skill development (external or internal mentoring)

Competency achieved!

ON THE JOB PEER MENTORING

• Pairing new staff with seasoned staff

• Identifying of mentoring to be provided

• Providing means for mentor staff to share staff's progress

• Nurturing long-term mentor/mentee relationships

STRUCTURE AND PROCESSES
FREEDOM IN STRUCTURE!

- Operational procedures
  - Manuals and training materials
  - Scheduling

- Communication and supervision

- Teamwork

TEAMWORK

Cooperative or coordinated effort on the part of a group of persons acting together as a team or in the interests of a common cause

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TEAMWORK[2]

- **Work Environment - _dynamic_ unanticipated opportunities arise, schedules change, everything is in motion**

- **Response – Teams form around common set of outcomes, conduct group problem-solving, share responsibility**

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TEAM MEMBER CHARACTERISTICS

flexible and cooperative

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customer service oriented

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cooperates w/others to ensure appropriate support provided

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JUDGMENT AND DECISION-MAKING ABILITY

TOUGH DECISIONS AHEAD

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- Using good judgment and making sound decisions are acquired skills

- Provide training on strategies for sound decision-making

- Set clear parameters for independent vs. team decision-making

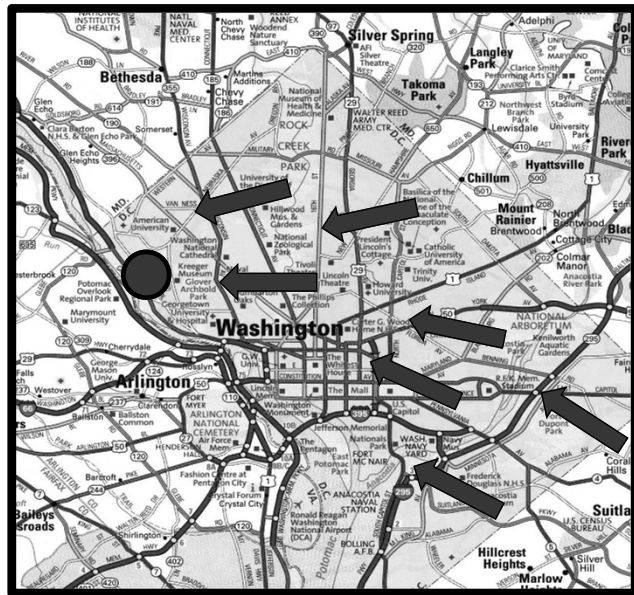## SELF MANAGEMENT SKILLS

1

Managing commitments and time

2

Having motivation and capability to learn new things independently in support of one's work
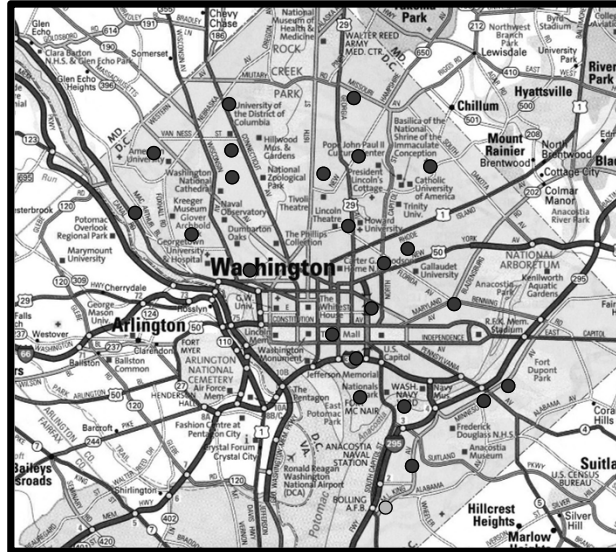
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Building and nurturing one's personal network

Support for Field-Based Staff

DECENTRALIZATION

RESULT OF DECENTRALIZATION

- **People work nearer home**
- **People "de-coupled" from CRP**
- **Staff have local knowledge and can serve as a resource**
- **Relationship development opportunity enhanced**

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Decentralized Service

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Decentralized Management Practices

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EXPECTATIONS FOR MANAGEMENT

- Taking management support where the work occurs – in the community!

- Changing expectations and job descriptions for managers to include field-based support

- Modeling the message
  - Routine management presence in the community
  - Staff meetings in the community using generic resources

- Maintaining staff's sense of belonging
  - Acknowledgement (newsletters, social media, visits by senior management)
  - Events (awards, happy hours, holiday celebrations)
  - Celebrations of achievements (job acquisition, relationship development, natural supports)

MAXIMIZING STAFF MEETINGS

- Field-based – modeling inclusion

- Problem solving, training, agency relationship reinforcement - a place to talk, get help, feel a part of a common cause and valued

- Developing performance goals and acknowledging success

RESOURCE ALLOCATION TO ACCOMMODATE CHANGES

Moving resources out of a centralized location to where people are being supported

Involves resources such as:				
Staff	Communication devices	Electronic systems	Transportation	Management support

Facility consolidation and/or liquidation - one of the tough choices

ACCESSING STAFF EFFECTIVENESS THROUGH OBSERVATIONS

Tie	observation to skills taught in training and competencies in job description
Avoid	punitive feel. Associate observation to assessment of effectiveness of training
Assess	training effectiveness and ability of staff. Does staff demonstrate necessary competencies
Identify	strategies to support acquisition of necessary skills

PRESENTATION HIGHLIGHTS

- Mission, vision & philosophy are the "bricks and mortar" of community based services
- Staff require different skills and abilities that will change agency recruitment strategies
- Training must be comprehensive and include field based mentoring
- Structure and processes are essential for staff support, quality outcomes and management control
- Comprehensive field-based support is management's responsibility in decentralized services
- Staff are the true change agents in our movement towards Competitive Integrated Employment and other community-based supports

CONTACT

**GENNI
SASNETT**

SME

sasnettsara@outlook.com