

Staff Recruitment, Retention and Motivation
Rachel Pollock
EFSLMP National Subject Matter Expert

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SERIES

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Agenda

Staffing Your Community Based Team

Creating the Support and Supervision to Retain and Motivate Staff

Career Ladders

Finding the Right Staff

IT STARTS WITH THE JOB DESCRIPTION

What Positions are You Looking For?

Employment Specialists

Job Coaches

Job Developers

Community Integration
Specialists/Facilitators

Team Leaders



Thoughtful Creation of Job Descriptions .. Taking Those Extra Few Minutes

Ensures that your managers know what they are looking for

Helps in recruiting an interesting pool of candidates

Guide for training and supervision

Focus on Creativity and Outcomes (I)

Are you an energetic, creative, and compassionate person who is looking for a job that provides the opportunity to really help make positive changes in a person's life? Come work for the winner of *two national awards* for full community inclusion and start a career that can really make a difference. KFI employees support adults with disabilities to be active, contributing, and valued members of their communities.

From website of KFI

Focus on Creativity and Outcomes (II)

Job Path supports people with developmental disabilities as they make choices about their lives and play valued roles in their communities. Job Path encourages people to explore what they want out of life and to chart their own journeys. Whether it's finding a job, making a contribution in a volunteer role, establishing a home, or being part of the community, the goal is to assist the person to lead a full and active life.

From Job Path postings

Focus on Creativity and Outcomes (III)

The mission of the Community Supports program at Job Path is to ensure that people with developmental disabilities are visible in society and are recognized as equal citizens. We work one-on-one with people using a true person centered approach in order to foster relationships between people and their communities.

We are seeking energetic, mature, responsible and creative people to provide one-on-one support in various community settings in Brooklyn, Queens, Manhattan and the Bronx.

Job Path postings

Focus on Creativity and Outcomes (IV)

Champlain Community Services is a progressive, intimate, developmental services provider agency with a strong emphasis on self-determination values and individual & family relationships. We are currently hiring for the following positions.

Provide one on one inclusion supports to help individuals lead fulfilling lives, reach their goals and be productive members of their community. We currently have several positions with comprehensive benefit packages

From Champlain Community Services Posting

Focus on Creativity and Outcomes (V)

F&CS Employment Services is looking for an outgoing professional to add to our team. The Employment Specialist works with individuals with mild to moderate developmental disabilities and psychiatric needs helping them explore the world of community employment. This position allows staff to make an impact on individuals' quality of life, self-worth, and independence. The JF&CS Employment team is also on the front lines of educating the community and increasing civil engagement.

From Posting on Indeed

Describe Position in a Clear & Interesting Way (I)

Responsibilities include (but are not limited to) the following tasks:

**Direct Support - Challenging Individuals To Grow In An Interdependent World
By:**

Providing individualized supports to connect people to their communities and help them to become contributing community members

Working with family and community members, develop connections to community organizations

Providing assistance at volunteer jobs, classes, social events and other community activities

Describe Position in a Clear & Interesting Way (II)

Helping individuals meet their personal and professional goals

Building self-esteem by doing things together, rather than doing for

Providing opportunities for new experiences

Encouraging individuals to make choices and decisions in all areas of their lives, and providing the opportunities to learn how to make decisions

Excerpt from Job Path posting

Make Responsibilities Understandable to People Outside of the Field (I)

Employment Specialist Posting (Excerpt)

Job Path is seeking a creative and energetic person to work with participants in Job Path's Supported Employment program to customize jobs for the people we support.

Responsibilities include (but are not limited to) the following tasks:

Visit the home and community and interview teachers and parents to implement a discovery process whereby Job Path learns the strengths and challenges of an individual.

Create a vocational profile for participants served and a portfolio which describes the participant in text and pictures for potential employers.

Make Responsibilities Understandable to People Outside of the Field (II)

Employment Specialist Position continued

Provide job development and on-the-job training and support.

Work with employers and organizations to customize jobs that meet the employers needs and capitalize on the skills and talents of individual participants.

Provide ongoing job coaching support to individuals with significant development disabilities at their worksites.

Work with employers to guarantee their satisfaction with Job Path.

What Qualifies People For This Job?

Keep in mind your regulatory and program requirements.

BUT make sure you don't discourage promising candidates with qualifications that are too specific.

Let's Look at One Example (I)

- Bachelor degree in Human Services, Teaching, Business or related field
- Experience working with individuals with developmental disabilities (in a vocational or community integrated settings preferred)
- Experience in business/marketing/sales/working with employers preferred.
- Excellent Interpersonal Communication Skills, both oral and written
- Ability to problem solve in innovative ways

Lets Look at One Example (II)

- Ability to manage a flexible schedule independently and self-regulate schedule so that all hours of service are delivered and tasks completed.
- Ability to work independently with minimal direct supervision
- Ability to pass First Aid/CPR
- Valid Driver's License and reliable transportation
- Knowledge of Microsoft Office Suite (excel, word, outlook, power point)

Broadening the Qualifications

For Employment Specialist

As currently written:

Qualifications: Bachelor's or Master's degree and at least one year of experience working with individuals with special needs or job development

Modify to recruit more candidates:

Qualifications: Bachelor's or Master's degree and at least one year of experience working with individuals with special needs, education, human services, job development or business.

Qualifications for Direct Support Professionals

High school diploma or GED. Prior experience a plus, but not essential. We are seeking candidates who enjoy active, "people-oriented" work and are sensitive to the needs and preferences of people with disabilities.

Experience with people with disabilities is a plus. Duties include providing support and supervision for program participants in reaching their personal social, recreational and vocational goals.

High School graduate. College preferred. No experience and no certifications are required but you must be a caring and committed individual with a genuine desire to support and help others and sensitive to the needs and preferences of people with disabilities.

Group Discussion

What has been successful for your agency in recruiting staff?

What avenues have you used to recruit staff in addition to job postings?

What are some successful strategies you have used to find people who can be enthusiastic and effective employment staff?

Selecting Candidates

WHO WILL SHINE

Looking Beyond the Job Description (I)

Transferrable skills -- Examples

- ❑ Resource development – from Peace Corps to finding activities for young children to creating a small self-owned business
- ❑ Organizational abilities – follow through with program development, administrative duties, medical appointments for a child at home
- ❑ Responsive to needs of individuals – can be demonstrated in a wide variety of settings
- ❑ Writing skills – school, jobs, volunteer work
- ❑ Knowledge of business community – from multiple levels

Looking Beyond the Job Description (II)

Core abilities or attributes

- Creativity
- Listening
- Commitment to the mission
- Flexibility
- Ability to make genuine connections with people
- Analytic abilities – important for thoughtful matching and negotiation with employers

Looking Beyond the Resume/ Evaluating the Cover Letter

The cover letter –for new staff and promotion of current staff

- Reveals commitment
- Reveals ability to advocate
- Reveals ability to make a match between past experience and current opportunity

Looking Beyond the Resume/ The Interview Process

The interview -- for new staff and promotion of current staff

- How do you really learn about people
- Giving people a chance to shine

Going out into the field

- Candidate can get more of a sense of the work
- Employer can get a better sense of the candidate

Promoting and Reallocating Your Current Staff

Questions to ask ...

Do they like to work with other people?

Do they understand the new mission?

Do they like to make things happen?

Are they organized?

More Questions to Ask

Are they interested in a new challenge?

Are they good listeners?

Are they diplomatic?

Do they have common sense?

Recruiting New Staff

Don't limit yourself to people with experience in the field of disabilities or vocational rehabilitation

Consider people who show resourcefulness , creativity, observational abilities in their background

Resist the temptation to fill a vacancy with someone about whom you have reservations

Who Might Fit the Bill

Artists

People who have worked in a variety of businesses

College graduates with interesting backgrounds

Family members of people with disabilities

Special education teachers or paraprofessionals

People who demonstrate they have connections with your community

Evaluating the Experienced Job Developer

Beware the contact list!

Will “job orders” work for the people for whom you are looking for jobs

Outgoing doesn't mean productive – although it can

Look for people with real and genuine connections – the value of the high level job developer

Discussion: New Ideas for Recruitment

Internship/Job Shadowing Programs for DSP's

What are your ideas?

How have you decided which current staff to bring into your employment and/or community based work?

Retaining and Motivating Staff

SUPPORTING YOUR COMMUNITY BASED STAFF

Investing in Orientation

ORIENTATION – BEYOND PROCEDURES AND POLICIES

The First Two Weeks

Overview of the strategies they will be using

Emphasize the importance of asking questions

Plenty of time to ask questions

Expectations – what are your expectations, what is the learning curve

Observation of colleagues -- shadowing

The Formal Orientation– Designing an Orientation for Innovative Work (I)

History of progress in the field – where we were, where we are, where we are going

Overview of the outcomes we are working for in different departments or teams

Sharing --why they want to do this work

Focus on rights and opportunities

The Formal Orientation– Designing an Orientation for Innovative Work (II)

Focus on individualized planning – have new staff talk about their dreams and goals (link this to the work we do with people with disabilities)

Include self-advocates

Link policies and procedures to rights and program goals (e.g. HIPAA procedures are about individual rights)

Maintaining the Momentum

PROVIDING ONGOING SUPPORT AND INSPIRATION

Scavenger Hunt – Mixing Fun, Learning and Work

	Points	Completed
Take a team photo at the landmark you were to find	5 pts	
Come up with a team job development goal	7 pts	
Talk to an employer about customized employment	3 pts	
**Schedule a meeting to follow up with an employer	10 pts	
Take a photo with a business owner/manager	10 pts	
Take a photo of the most unique business in your designated neighborhood	2 pts	
Take a team photo including the subway line in the background	3 pts	
Complete a job analysis	8 pts	
Obtain a business card	1 pt each	
Most Creative “Customized Adventure”	7 pts	
TOTAL POINTS:		

Making it Fun– “The Job Path Scavenger Hunt” (I)



Making it Fun– “The Job Path Scavenger Hunt” (II)



Scavenger Hunt – The Clever Side

South Bronx - Yankee Stadium – B/D/4 to 161st Street

You will set forth, a few subway stops north
There you will find a place people play
With a bat, and a ball, and mitt all day
The site you are going is not all that old
Although the original,
Was built in the 20's I'm told

No matter your preference, you may want to wear
Something blue
Something white
To blend in to the fare

The Scavenger Hunt– Learning and Working (Job Analysis) (I)

Instructions: Choose a job to observe in the neighborhood you are visiting. While visiting a business take note of the job and what each person is doing then answer the questions below.

Job Title:

Business Name:

Tasks being completed by employee(s):

How would you describe the environment?:

How would you describe the way employees work together (or not) here?:

The Scavenger Hunt– Learning and Working (Job Analysis) (II)

How would you describe the pace of work being done?:

About how many employees work here?

What is the temperature like in the business?:

Are tasks being done sitting/standing, etc.?:

Any issues with accessibility?:

Is this a potential place for a Job Path job seeker?:

Opportunities for Staff to Learn Together

Support Worker University

Staff meetings accessible to field based staff

Guest speakers

Ongoing Supervision

Even seasoned staff need time to brainstorm with supervisors

Help your team leaders get out into the field with their staff – not just new staff

The benefit of team leaders who share in the day to day work

Celebrate successes

Encourage people to do job development together and compare notes

Learning and Working as a Team

Team meetings for brainstorming and support

- Make them a priority – for all teams
- Maintain a balance between administrative functions and supporting people in their work
- Create opportunities for continued learning
- Establish a safe environment where people can share, ask questions, brainstorm

Retention through Career Ladders

Create DSP positions with more responsibility and higher pay

As you expand, create smaller teams with team leaders

Provide opportunity for creative work and development of new skills

Group Discussion

What strategies have you used to motivate and inspire your staff?

What strategies have you used to develop a more effective and stable community based team?

What are some next steps you are thinking of taking to further staff development?

Contact

Rachel Pollock

rpollock@jobpathnyc.org