

**Effective Pathways to Employment:
Planning Your Staffing Needs
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Staff Models

- **Generalist**
 - “Jack of all trades”, performs everything; intake & assessment, career planning, job development, job coaching, case management...etc
- **Specialist**
 - Only performs specific tasks, such as job development or job coaching

Staff Models- pros/cons

- **Generalist pros**
 - Consistency for client, family & team
 - Really get to know each other
 - Easier for the employer
- **Generalist cons**
 - Get pulled away from job development to do job coaching and other duties
 - Full-time position

Staff Models- pros/cons

- **Specialist pros**
 - Can focus on just job development, or job coaching- not pulled in lots of different directions
 - Can recruit for special skills/experience
 - Can have Part-time positions
- **Specialist cons**
 - Clients have to transition to new staff when placed

FACTORS TO CONSIDER BEFORE RECRUITING

- Do we need to fill this position?
- What have been issues & concerns with position in past?
- Was person who left a “good fit”?
- What skills & attributes would improve our team?
 - ▣ *avoid clones of present staff!*
- Hire for the future
- Check references from most recent supervisor

Recruitment-target skills/experience

- **A Job Developer?**
 - Marketing/sales experience
 - Well connected to the community
 - Proven ability to network and build relationships
 - Good communication and writing skills
 - Professional/reliable

Recruitment-target skills/experience

- **A Job Coach?**

- Good communication and writing skills
- Professional/reliable
- Good problem solver
- Experience working with individuals with disabilities
- Knowledgeable of different industries
- Flexible work schedule

Most Important Staff Skill - Values!

- Belief in integrated employment for all
- Typical workplace settings and integrated jobs in general workforce as standard
- Social inclusion as key indicator of success
- Employment search guided by person-centered planning
- Empowerment of individual
- Staff not “in charge” “caretaker”
- Staff role: facilitation of natural & community supports
- Avoiding stigmatizing roles and “special” jobs

Flexible Model/Flexible Staff

- **Integrated Employment requires that operations *and* staff be flexible and creative in all aspects including:**
 - Days/hours worked
 - Addressing transportation needs
 - Compensating staff time
 - Easily reimburse for mileage and other expenses

Communicating goals

Goals will never be met if they are not discussed!

Communication of Goals

- All staff need to know the goals of the program.
- These goals should be discussed on a regular basis.
- Expectations will be guided by goals and milestones such as
 1. Number of interviews per month
 2. Time frame for job placement
 3. Job retention

Role of the Supervisor

- Working managers
- Small ratio between Supervisor / ES
- Daily contact-approachable
- On-site support and open door policy

Supervising Staff

- Weekly 1:1 supervision - brainstorming and problem solving
- Weekly team meetings
- Daily interaction with staff
- Mentors for new staff
- At least annual performance reviews with measurable goals

Staff Supervision

**Integrated Employment =
staff on the road *not* in the office**

How do you manage this?

- Cell phones/iphones
- Email
- Tablets/Laptops
- Skype
- Frequent interactions/communication

Training/Professional Development

- “Role appropriate” trainings to increase skills and knowledge
- Think outside the box to find training opportunities – not just human service venues
- Think beyond state required trainings
- Training should also happen in-house
- Should be included as an annual goal
- Staff training/development - ongoing and not “extra” “optional”

Professional Certifications

Certification to ensure quality and use of best practices

- **ACRE** (Association for Community Rehabilitation Educators)
 - <http://www.acreeducators.org>
- **APSE** (Association for People Supporting Employment First)
 - <http://www.apse.org>

Valued Staff are Committed Staff

- **Help staff to:**

- Take ownership of their work
- Take pride in their accomplishments
- Seek out professional development opportunities
- Feel respected and supported
- Share their ideas and suggestions
- Be part of a team