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

- **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.acreducators.org](http://www.acreducators.org)
- **APSE** (Association for People Supporting Employment First)
  - [http://www.apse.org](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