

# **Staff Development and Recruitment**

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# Today's Objectives

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- Shift from care to support services
- Staff Recruitment
- Components of Staff Development
- Staffing Considerations when Restructuring
- Harmonizing Staff Training and Staff Development
- Competency Based Training and National Certification

# History of Community Employment

## Shifts in Services

	1960	1970	1980	1990	2000	2010
SERVICE	institution care	sheltered employment	supported employment	person centered employment	self-directed employment	professional employment services
ENVIRONMENT	Isolated	segregated	integrated	inclusive	supportive	universal access
ROLE	resident	client	citizen	consumer	individual	job seeker collaboration
MODEL	medical	developmental	community	supports	person-directed	self directed employment first
CHARACTER	custody, deprive	get ready, slots	advocacy, civil rights	informed choice	self-determination	self advocacy/ natural supports



# Care Versus Support

# CARE

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**ADULTS MAY BE PLACED IN ADULT FACILITIES BECAUSE OF A DISABILITY, OFTEN A MENTAL DISABILITY SUCH AS DOWN SYNDROME OR AUTISM, WHICH MAKES THEM UNABLE TO CARE FOR THEIR DAILY NEEDS.**

# Support

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**SOCIAL SUPPORT CAN BE MEASURED AS THE PERCEPTION THAT ONE HAS ASSISTANCE AVAILABLE, THE ACTUAL RECEIVED ASSISTANCE, OR THE DEGREE TO WHICH A PERSON IS INTEGRATED IN A SOCIAL NETWORK. SUPPORT CAN COME FROM MANY SOURCES, SUCH AS FAMILY, FRIENDS, PETS, NEIGHBORS, COWORKERS, ORGANIZATIONS, ETC.**

# Care Versus Support

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Care:

Measured in Hours of Service

Support:

Measured in Goals Achieved

# Recruitment...



**Knowing who you're  
looking for...**

**Knowing where to look...**

**Now that you've found  
them...**

# Who are you looking for?

## Qualities and Characteristics (Developed Over Time)

- 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 skills
- Committed advocate
- Professional personal presentation
- Ability to negotiate/compromise
- Able teaching and training in functional settings
- Understanding of how to provide support from “behind the scenes”
- Connected in his/her community

# Specific to ALL Community Staff...

- Interviewing and spending time with intention
- Writing
- Designing and creating activities
- Interacting and negotiating



# Knowing where to look...

- National job search websites (Indeed, Monster.com, Career Builder, Craigslist, etc.)
- Regional and state job search websites (Jobs in ME)
- Local newspaper ads
- Social Media
- College campuses
- Staff recruitment
- WORD OF MOUTH!

# Who Might Fit the Bill

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Artists

College graduates with interesting backgrounds

Special education teachers or paraprofessionals

People who have worked in a variety of businesses

Family members of people with disabilities

People who demonstrate they have connections with your community

# Talent Acquisition

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- What image do you want to project to the community?
- Values
- Person-first language
- Focus on qualities and characteristics
- Appeal to people's sense of social and economic justice
- Grab people's attention
- Tell a story
- Ideal candidates are people who have worked in...(targeted ads)

# Recruiting for Laura



I am a woman living in my own home in Portland. Although I hate cold Maine winters, I do love getting out. I just got back from a skiing trip to Sugarloaf. In addition to skiing I love riding bikes, relaxing at the beach and going dancing (eighties music is my favorite). I have two cats, and a wonderful extended family in the area. I also have lots of friends who I like to go out on the town with or just sit and talk about life. I use a wheelchair to get around, but I ride in regular vehicles – just throw the chair in the back! With the help of my team I am able to do more and more on my own. My staff support me with daily tasks like getting dressed, preparing and eating meals, shopping and keeping house. But more importantly, they help me envision the bigger possibilities for my life and make them happen! How? They support me with my upcoming job, volunteering, making new friends, scouting out local events and gatherings, and they encourage me to participate fully in community life. If you have a terrific sense of humor, are a cat lover, like to be on the go, and aren't afraid to try new things, perhaps you are a fit for my team! Weekday and some weekend hours available.

# Staffing Considerations (I)

- Direct Support Staff Silos start to blur (community-based day, facility-based day, employment, residential).
- Redefining units of service to begin customizing people's supports (something less than a "day").
- Start redefining what people's "day" looks like based upon good person-centered planning, the redeployment of staff, and people's experiences in community settings.
- Start designing staff schedules and duties around their preferences, skills, and interests.
- Allow time during the week for staff to connect face-to-face with each other and their supervisor.

# Staffing Considerations (II)

- Introduce technology for staff to communicate with each other, managers, and to document progress.
- Consider supporting the person in THEIR community versus the workshop or the day program's community.
- Give staff permission and create opportunities to try new things. Start giving staff more responsibility and authority.
- Reduce the size of groups and vehicles accessing community – staff's personal vehicles and smaller accessible vehicles
- Reward initiative!

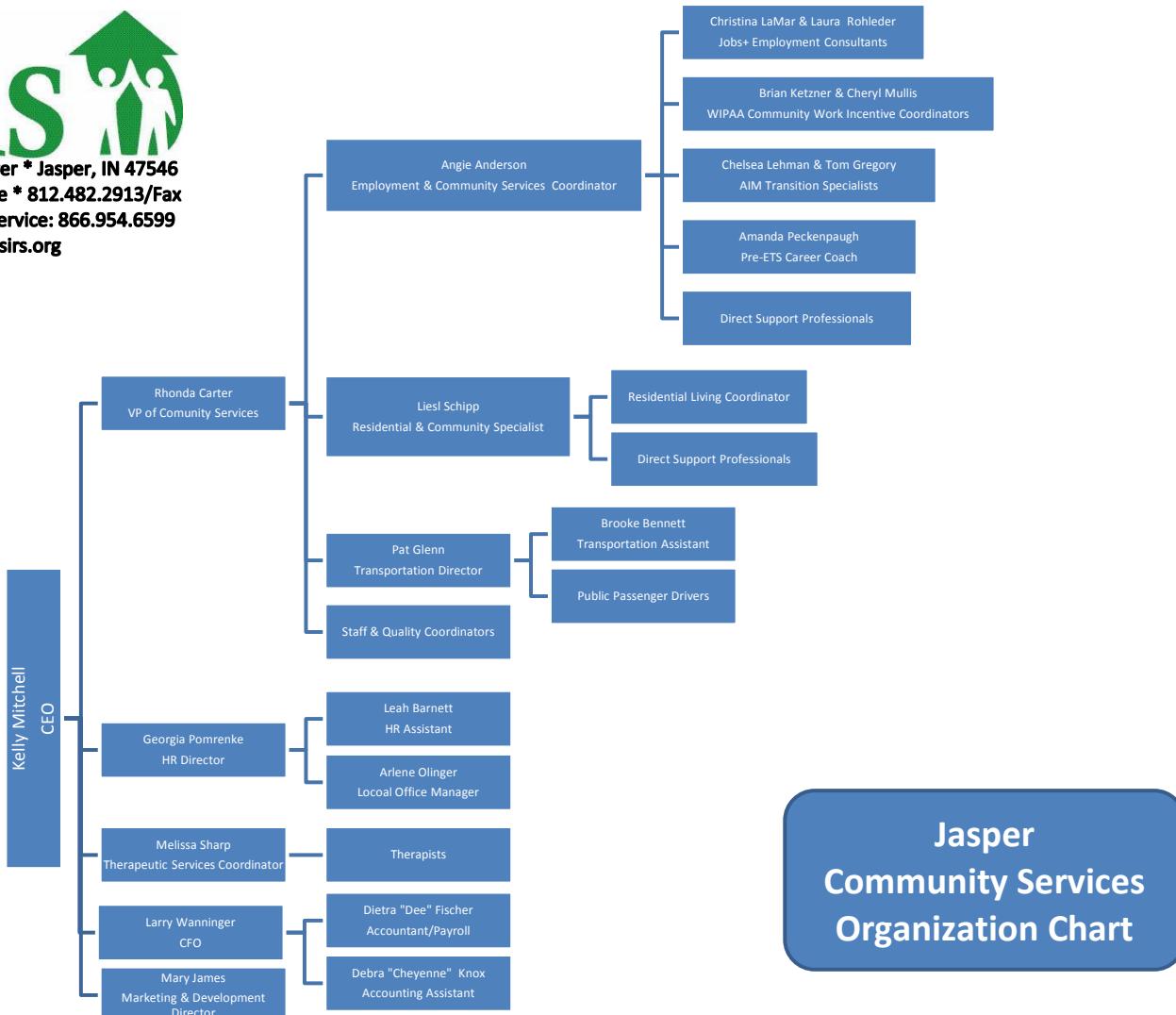
# Staffing Considerations (III)

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## Promising Practice:

### Southern Indiana Resource Solutions

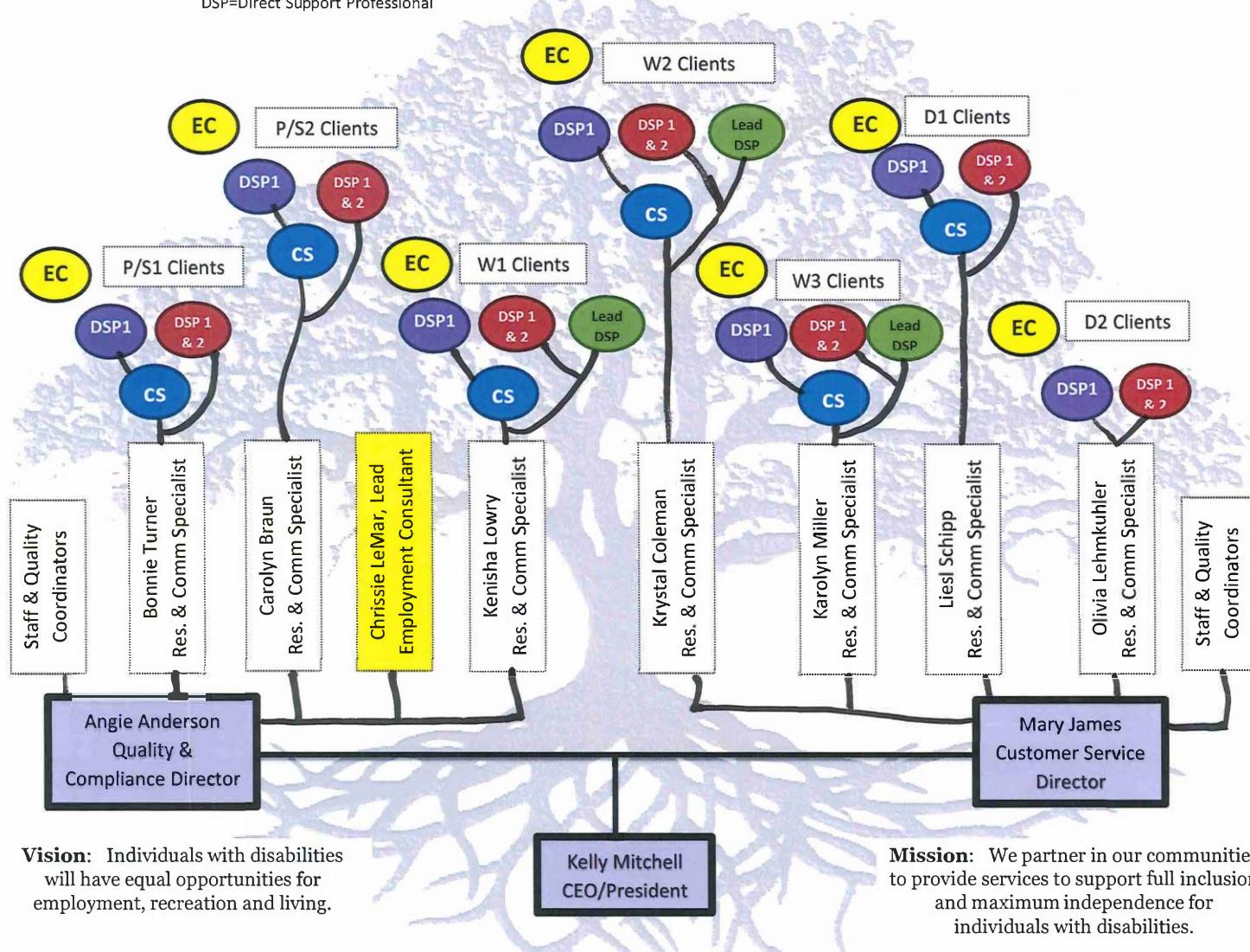
- Staff Development
- Reorganization including Job Descriptions
- Performance Management





### *Organizational Chart Legend*

EC=Employment Consultant  
CS= Community Specialist  
DSP=Direct Support Professional



**Vision:** Individuals with disabilities will have equal opportunities for employment, recreation and living.

**Mission:** We partner in our communities to provide services to support full inclusion and maximum independence for individuals with disabilities.

# What might your agency look like... (I)

- No staff silos. Teams comprised of staff who provide supports in dynamic ways.
- Direct Support staff duties assigned around their interests, connections and talents and matched to people supported.
- Direct support staff certified as Job Coaches and Employment Specialists who play a significant role with people who are employed in whole life supports.
- People's schedules of supports designed around real life needs.
- Supports are flexible and wrap around jobs.

# What might your agency look like...(II)

- Service provided based on identified needs and desires, not time of day
- Shared supports between people with disabilities based on real interests and activities, not ratios.
- Staff may check into community office locations at the beginning and ending of their day.
- Emphasis on Employment First!

# Examples of Personalized Supports and Service Delivery (I)



Cyr Vending



Community  
Volunteering



Spirituality



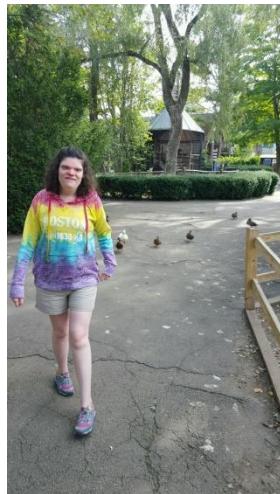
Household tasks



Banking



Technology &  
Communication



Vacation

**3 DSP's provide 24/7 supports for Courtney's home, community, and work supports**

- All are certified direct support professionals (College of Direct Support)**
- All are certified job coaches (College of Employment Supports)**
- One is a certified career planner**
- Two are certified job developers (ACRE)**
- Funding is “siloed” but Courtney's life is not.**

# Examples of Personalized Supports and Service Delivery (II)



Faye at work



Shirley's organic products



Paul & recipient of his volunteerism



Dan at home

- **Geographic teams of Direct Support Professionals (DSP's) support people in intermittent home supports, community supports (day program), and employment supports in an ever-changing pattern.**
- **For example: 12 people supported in a geographic area for 469 hrs/wk in combinations of home, community, and work by 15 staff who provide 426 hrs/wk of supports**
- **People are supported varying amount of time during the week; their supports can wrap around employment and increase or decrease based upon need and desire.**
- **DSP's certified as Employment Specialists, Job Coaches, and Career Planners play a significant role with people who are employed and seeking employment.**

# Harmonizing Staff Training and Staff Development

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- Competencies and skill sets define the staff role
- Staff interactions define the organizational structure
- Successfully supporting the transition from a care organization to a support organization requires the establishment of effective teams

# Advocacy Through Education: A Shared ACRE Mission



- Improve quality of employment services for people with disabilities by training provider staff
  
- Using competency-based training, ACRE promotes continuing education for professionals in order to raise the standard of employment services nationally.

# Staff Development

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- Job descriptions based on required competencies
- In house competency based training based on national certification
- Supervision and mentoring
- Performance Management System to track staff performance
- Performance Evaluations based on skill acquisition and performance outcomes
- Incentives based on skill acquisition and performance outcomes

# Group Discussion Questions

What are steps your agency can take to recruit staff with the talents or skills to support people in CIE or community based services?

Think together about specific ways you might restructure staffing and/or redesign supports to promote community engagement and tap into the interests and skills of your staff? Think about pilot initiatives that would help you test out these strategies?

# Evaluating Your Capacity (I)

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- What have you found are skills or competencies that your staff need to effectively engage in community based employment work?
- How do these skills or competencies differ from those required for facility based services?

# Evaluating Your Capacity (II)

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- What is your agency's process for sustainable staff development?
- What metrics does your agency maintain relative to staff development?

# Contact



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# Questions?

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