

# Training and Retaining Employees

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# Agenda

- ▶ Successful Hiring Tips
- ▶ Tips for Training New Employees
- ▶ Sharing organization's vision and mission to reflect the expectations of the new employee -
- ▶ The Power of One
- ▶ Skills needed for a Job Trainer
- ▶ Communication skills
- ▶ Adult Learning
- ▶ Retaining Employees
- ▶ Working Remotely

# Hiring

“Before training begins, we believe our most essential and effective training technique is selecting employees that fit our company culture.”

— Alissa Crane, assistant manager, [Dr. Drone](#)

- ▶ Start with knowing who to hire, what experience you want, and most importantly, how that person will work as a team with the worker with a disability, the employer, their coworkers, parents, etc.
- ▶ Define the job requirements and what the job will be like before you even start looking for someone to fill the position.
- ▶ Be honest about the job expectations (travel, various work settings, personal care needs of the workers, varying types of disabilities and needs, work environments based on the worker’s job responsibilities, etc.)



# Hiring

- ▶ Where are you going to recruit for the position(s)?
  - ▶ What are the demographics of your current workforce?
- ▶ What recruitment strategies are you using and has it worked?
- ▶ Thinking outside the box - where can you go to find unique and qualified new employees?
- ▶ Demographics of hiring for 2020's:
  - ▶ 25-54 is 65% of the workforce
  - ▶ 55-64 is 16% of the workforce
  - ▶ 20-24 is 10% of the workforce
  - ▶ 65+ is 5% of the workforce
  - ▶ 16-19 is 4% of the workforce

# Interviewing



- ✓ Review your questions - what are you asking, and does it give you the information you need to determine who you will hire?
- ✓ Target your questions to give the potential employee an opportunity to share what they have to offer:
  1. How does the work of this organization fit your professional and personal vision?
  2. Why are you interested in working in this field?
  3. What are the best reasons why we should hire you?
  4. What types of businesses have you worked in and how do you see people with disabilities fitting into those work environments?
  5. Share an experience when you were with someone with a disability in the community.
  6. Give examples of providing job supports in a work setting and describe a challenge and ask for a solution. Offer scenario questions to look at their problem solving and people skills.

# Employee Turnover

- ▶ What positions are you typically hiring for - what is your turnover rate for those positions?
- ▶ Measure the data of turnover which can be a result of your initial and ongoing training for these employees
- ▶ Turnover can reflect your effectiveness with supervision
- ▶ Turnover can be a result of lack of feedback, is the employee clear as to what they need to do to improve?

“When you always do what you have always done –  
you always get what you have always gotten.”

•Socrates

# Training

- ▶ The success of your organization depends on your ability to train the people who work there.
- ▶ You must communicate effectively, and it's your responsibility to ensure the new employee fully understands the expectations and role of the job.
- ▶ You need to educate the new employee, but in a way that they can understand and digest all the information flowing their way.
- ▶ Create a checklist so you complete all the required training but also so that the new employee knows what will be included in their initial and ongoing training.
  - ▶ Checklist can be to meet with various departments in your organization and get their signatures (HR, payroll, scheduling, team, administration, families, case managers, etc.)



# Tips for Training New Employees

We now use a mentorship-based onboarding program as a means of facilitating information transfer and training. I have seen a reduction in turnover since we started this new approach.”

— **Alex Roher, San Diego Botox**

All your employees need to know their role and understand what they’re responsible for. Making this clear when you bring on a new employee and start the training process is critical.

— **Adam Watson, Hollywood Mirrors**

“We’ve found a few important ways to cut down on the learning curve new employees face:

- ▶ Find out how the employee learns best. Is it by observation and demonstration? Hands-on practice? Give them training that matches their learning style.
- ▶ Involve more experienced team members.
- ▶ Enable employees to feel comfortable with asking questions.
- ▶ Repetitive hands-on training helps get employees up to speed quickly, too. We give employees one-on-one guidance through mentor shadowing, demonstration, and hands-on practice.”

— **Alissa Crane, Dr. Drone**

# Tips for Training New Employees

- ▶ Start slow and be flexible. ...
- ▶ Provide electronic documents to review. ...
- ▶ Check in more often than you think you should....
- ▶ Designate a “buddy” and involve peers. ...
- ▶ Don't forget to train on company values, vision, and goals. ...
- ▶ Give new hires a task. ...
- ▶ Gather feedback .....
- ▶ Don't Just Focus on Tasks: Train for Culture, Too....

# Core Value Examples:



## **What is your Organization's Mission Statement?**

*Creative Employment Opportunities* (CEO) provides customized workforce solutions by connecting businesses to qualified candidates with disabilities.

*Goodwill* works to enhance people's dignity and quality of life by strengthening their communities, eliminating their barriers to opportunity, and helping them reach their full potential through learning and the power of work.

## **Example of Principles:**

At Work Opportunities Unlimited, we believe in six, basic ethical principles:

- ▶ We are always truthful.
- ▶ We treat others fairly and respectfully.
- ▶ We communicate openly.
- ▶ We are committed to teamwork and putting the mission of the company ahead of ourselves.
- ▶ We are each personally prepared for work and disciplined in serving our customers and co-workers.
- ▶ We take responsibility for our actions.

# Develop a Culture Focused Training



Does your training reflect the core values of your organization?



Can you share your organization's culture?

Common beliefs held by other staff and Board of Directors  
Typical customs that are part of your organization  
The work culture reflects your day to day work experiences



Cross Training helps to develop additional skills and cover for each other



Provide guidelines and feedback in a way they can act on your suggestions and know how to make better judgment calls when the situation requires it.

# The Power of ONE

*"Remember upon the conduct of each depends the fate of all."*  
Alexander the Great

Your initial and ongoing training must support the concept of the “Power of One”.

- ✓ A reputation is never dictated...it’s always earned.
- ✓ Your reputation is in your hands.
- ✓ You will be successful if you deliver value and an unforgettable experience to your customers.
- ✓ Who are your customers?
  - Job Seekers with disabilities
  - Employers
  - Parents
  - Coworkers
  - Community at large

# The Power of One

- Excellence isn't accidental
- Develop a culture of excellence starting with your initial training
- Everyone in your organization is responsible for providing a positive experience for your customers
- Be a passionate advocate
- Treat others like THEY want to be treated....

“Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid.” *Albert Einstein*



# People First Language

- People First Article by Kathie Snow  
<https://www.disabilityisnatural.com/pfl-articles.html>
- Perceptions are based on labels, words have power and how we use them can create images that are stereotypic and not accurate.
- The person is first, their disability is second and does not define them.

# Ethical Guidelines in Providing Workplace Supports

Supported Employment agencies follow a list of ethical guidelines from the APSE or the Association of People Supporting Employment First.

- ▶ Existing supports natural to the work environment are maximized for training and ongoing support.
- ▶ The focus is to support the person's own independence at the workplace through social inclusion and utilizing existing support within the workplace.
- ▶ Teaching techniques should not convey stereotypes or stigmatize, but should be respectful, support choice, and is age-appropriate.
- ▶ Use best practices in systematic instruction and use technology appropriate to the setting and culture.
- ▶ Specialized jargon from the disability field is minimized. Know the language of business.
- ▶ At all times, the business culture is respected and integrated into the support network for the individual to succeed.
- ▶ Use of accommodations, technology, or other job modifications needed are explored with the employer and developed in consideration of their potential for success, non-intrusiveness, and cost effective.





# Training On-The-Job

## Skills Needed by the Trainer:

- ✓ Flexible and Adaptable
- ✓ Problem Solver
- ✓ Good Interpersonal Skills
- ✓ Organized to train step-by-step
- ✓ Teamwork across various “teams” (at home, funding team, worksite, agency team)
- ✓ Responsive to changes in the workplace
- ✓ Clear Communicator with the worker, coworkers, supervisor, family, home support staff, etc.

# Responsibilities of the *Job Coach/Job Trainer*



Teach and model individualized training strategies including Task Analysis and appropriate prompts and cues



Share importance of social skills and soft skills to be successful in the job



Offer advice and ideas to employer, supervisor & co-workers



Model ways of supporting the new employee



Explain your role as a job trainer (Job Coach)

# Your Unique Role

Teaching job tasks using systematic instruction

Connecting to supported employee's coworkers, supervisor and the employer that supports successful job placements

Communication skills that cross over the business and home support worlds

Teaching safety skills in the community

Teaching mobility skills or travel training to get to and from work

Knowing how to fade support at a worksite

Teaching self-monitoring skills for the worker

Reinforcing positive work behaviors and soft skills

Following workplace protocols, dress code, social skills

Using technology to connect with other agency staff and provide remote job coaching when appropriate

# Communication Skills



“Listening is a magnetic and strange thing, a creative force. When we are listened to, it creates us, makes us unfold and expand.” *Brenda Ueland*



“The single biggest problem in communication is the illusion that it has taken place.”  
*George Bernard Shaw*



“Most people don’t listen to understand...they listen to reply.” *Steven Covey*

# Are you Listening?

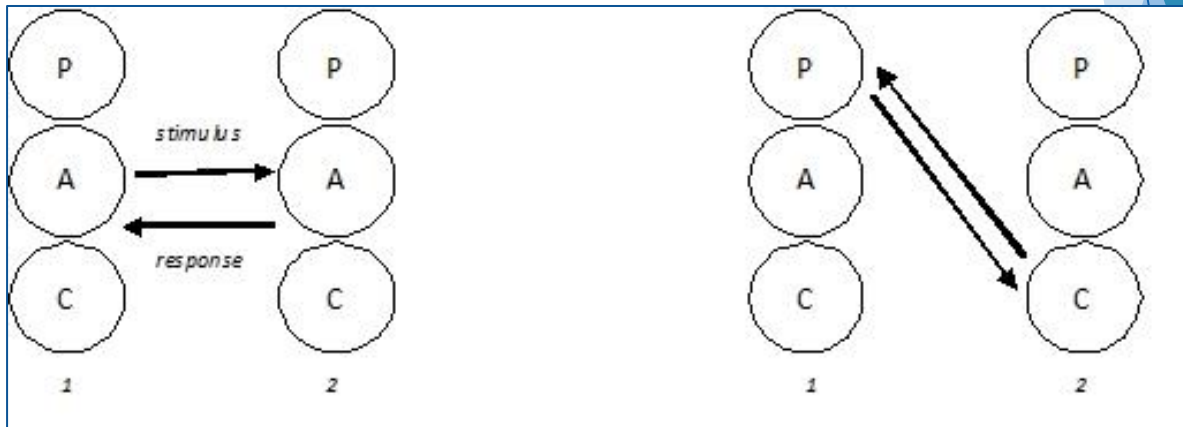
- Listening is not an automatic response to an individual who is sending a verbal message.
- The ability to receive the message and understand all that the speaker intends to communicate takes active participation on the part of the listener.
- Because it is the method by which we receive the majority of our information, it is vital that this mode be as efficient as possible.
- Like any skill, it can be improved through better technique and consistent practice.
  1. Do you have good eye contact, are you focusing on the person?
  2. Restate what they said to verify the message you just heard.
- Are you understanding the person's non-verbal language?
  - 55% is body language
  - 38% of meaning is intonation
  - Only 7% of communication is the actual words spoken

# CLEAR COMMUNICATION

- ▶ What interferes with successful communication?
  - ▶ Frame of Reference
  - ▶ Distractions (noise, lighting, people)
  - ▶ Too much information overload
  - ▶ Lack of Trust
  - ▶ Not answering who, what, when, where, why
  - ▶ Not using concrete language with clear expectations



# Communication



- ▶ What is the style of communication you are using with the person you are supporting?
- ▶ Adult to Adult vs. Parent to Child
- ▶ <http://www.emotionalintelligenceatwork.com/resources/parent-adult-child-model-basics/>

# Training and Adult Learning



- ▶ Using interactive tools for adult learning
- ▶ Practice a skill discussed in the training
- ▶ Provide real-life examples to share strategies and reflect values
- ▶ Importance of ongoing training or “as needed” training
- ▶ Show employees exactly how it pertains to their job and the company's mission.
- ▶ Show what happens when someone makes a mistake - what are natural consequences and what requires intervention from the supervisor



# Tips for Adult Learners



**Keep It Relevant. Learners need to know why they are learning something.**

Why is this information important?

How will it benefit the students or clients supported by my school or agency?

What are you teaching me that I can put to practical use?

Adult learners do their best when the content has immediate use

Practice the skills learned whenever possible



**Remember that each new employee comes to this position with varying backgrounds and experiences.**

Make use of this experience by learning about the new employee's background and ways they can use their experiences in this new position

Use scenarios for problem solving practices with real life examples in the school or as a Job Coach in a business setting



**Learn through doing**

Use visual, auditory and tactile or kinesthetic methods for teaching

Try out games or simulations to practice the skills they will need in their new jobs

Offer ongoing feedback as to how they are doing

Provide positive feedback and ask questions to work on solutions



**Adults prefer social interaction**

Find opportunities for people to interact with other new employees to build that camaraderie

Use small groups to discuss together during problem solving questions



**Clear expectations**

Expectations are powerful to build success

Tell stories of personal examples of working with students in the classroom or with clients in their jobs in the community

# How to Retain Employees

## How can I retain employees after training?

- ▶ Offer continued training opportunities.
- ▶ Create a training program that is built on the values and goals of your company.
- ▶ Develop a system for recognizing employee achievements.
  - ▶ Thank you notes
  - ▶ Gift Cards (ask for donations)
  - ▶ Blog within your organization highlighting achievements
  - ▶ Jobs Board highlighting every new job for your job seekers and their team
- ▶ Offer performance-based incentives (bonuses, extra time off, etc.).
- ▶ Promote successful employees to new roles.



# Employee Retention

- ▶ Open communication within your organization
- ▶ Inclusive practices when creating policies and work protocols
- ▶ Professional Development opportunities:
  - ▶ One-hour Webinars
  - ▶ Blogs to connect with others nationally or internationally
  - ▶ LinkedIn to learn from others
- ▶ Free or low-cost training resources from:
  - ▶ Attainment Company: email [janet@attainmentcompany.com](mailto:janet@attainmentcompany.com)
  - ▶ APSE Trainings: <https://apse.org/get-educated-online/online-learning/>
  - ▶ Transcen, Inc. Career and Workforce Development: <https://transcen.org/>
- ▶ ACRE Approved Training to become Certified (\$300-\$500): <http://www.acreducators.org/>

# Working Remotely

There are 7 strategies to successfully managing remote/teleworking teams that differs from regular employee management.

1. **Increased Communication** – Communication with teleworking employees must be increased. The perception is that you will communicate less with virtual working employees – which will cause the decrease in collaboration and idea sharing that they experienced. Managers need to make a conscious effort to communicate more with teleworking employees, as well as facilitate increased communication between team members, to foster the same level of idea sharing and collaboration.
2. **Create a Team Community** - A more concerted effort is needed to create a team community when teams work remotely. Agencies need to find opportunities for team members to work together, celebrate together, and problem solving together.
3. **Manage to Goals and Outcomes, Not Tasks** – Do employees take the responsibility to manage themselves by understanding the vision of their work, do they know what tasks must be completed to meet those goals for your consumers and for your agency? Do you feel your goals are clearly outlined, do you know what to do to meet those goals, have you defined the boundaries toward completing those goals? When using your time remotely, do you know what is expected of you and what must be accomplished each day? Have you and your supervisor set short- and long-term goals? Do you feel you clearly understand what you should be doing while working remotely?

# Working Remotely

4. **Enable Team Micro-Monitoring for Accountability** –Have employees micro-monitor themselves. Have them hold themselves accountable to their goals and the goals of the workers. Have them report their success, or lack of, to the team each week. By clearly setting goals and providing a weekly status report, they will hold themselves accountable for their goal attainment. Everyone wants to be able to take pride in their achievements. Having them keep and report their weekly goal attainment status, keeps them self-motivated to reach those goals.
5. **Motivate Employees** – It is important to motivate remote working employees by developing their pride and self-esteem in what they do. This is self-charged and will deliver longer lasting motivation. Develop employee pride through sharing what workers they support have accomplished this week or what goal was met. A job developer can share the business contacts they made, and others may have additional suggestions or networking contacts.

# Working Remotely

6. **Building Trust** - Trust must be earned and built up over time between supervisors and team members. Opportunities to get to know each other is important such as inservice days and team building activities. But also trust is following through with an action that you said you would do, helping your team member when in a challenging situation, making that call or picking up a client so another team member can complete a different task, offering to help when you see someone is overwhelmed, etc. Can you think of opportunities where you can build trust with your team members and with your supervisors?
7. **Rewards and Recognitions** - Remote workers need to make greater effort to recognize each other's accomplishments. Send out announcements via email/texts. Provide informational tidbits daily or weekly. Acknowledge something a team member did that week that was helpful, creative, great solution to a problem. Share these accomplishments electronically for both recognition but also to learn from each other.

# Contact Information

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