

# Attracting, Developing and Supporting Our Most Valuable Asset: Staff

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**2020 WI EMPLOYMENT FIRST  
CONFERENCE**  
**Continuing On: Strengthening  
Partnerships for Community**  
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# Introduction – Your Presenter

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**Staff - Our Most  
Important Asset**

“If you thought  
you were nothing  
without your staff  
before, you haven’t seen  
anything yet”

# POLL 1

# Reframing Staff as Change Agents

We are involved in a civil rights movement for people with disabilities

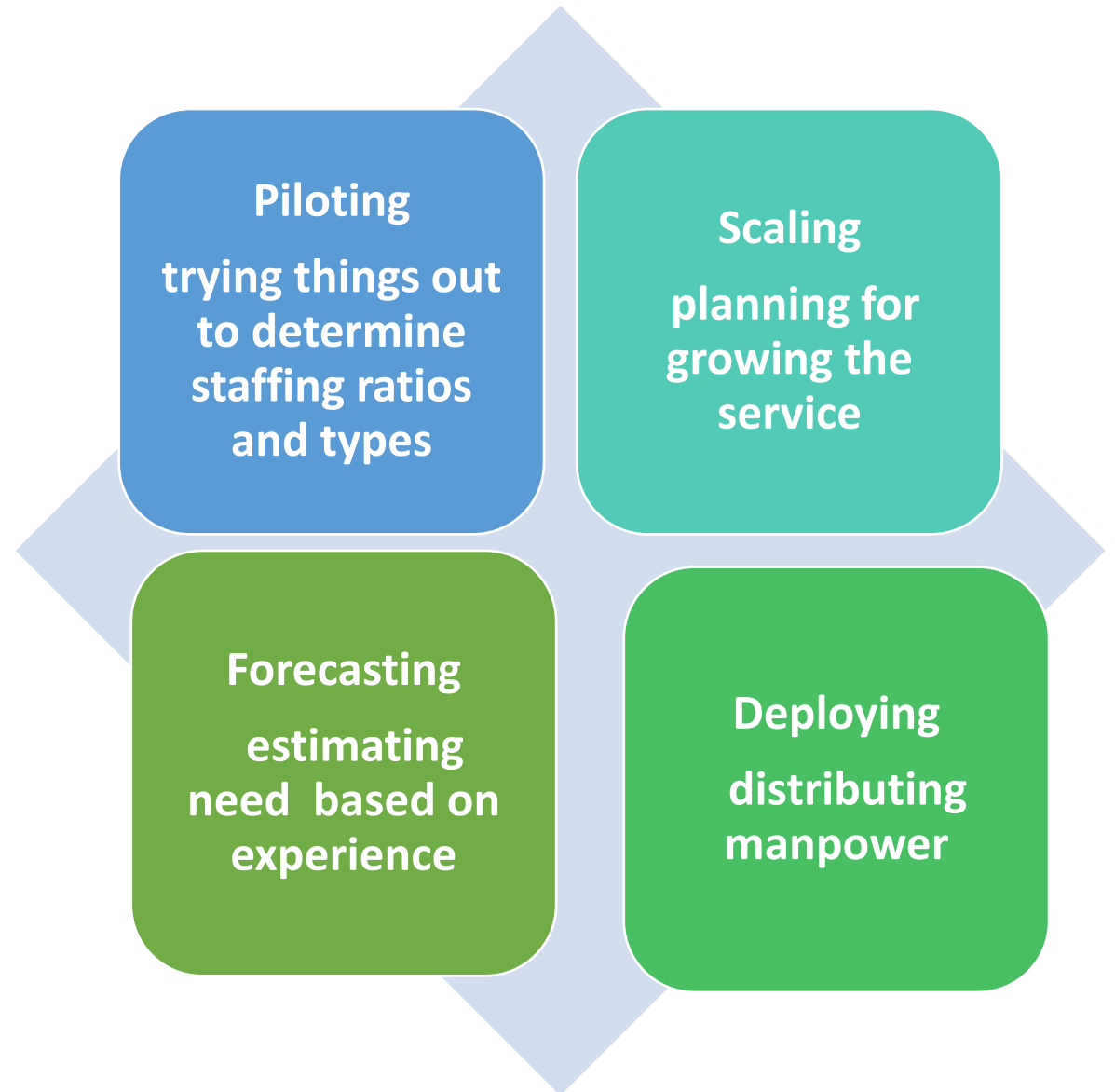
Civil rights laws, like ADA, often precede cultural change

Cultural change occurs slowly and begins with changes in entrenched perceptions

Changes in perception occur with changes in experience or observation

Staff are in a great position to effect those changes in perception through their behavior and advocacy

# Determining Staffing Needs

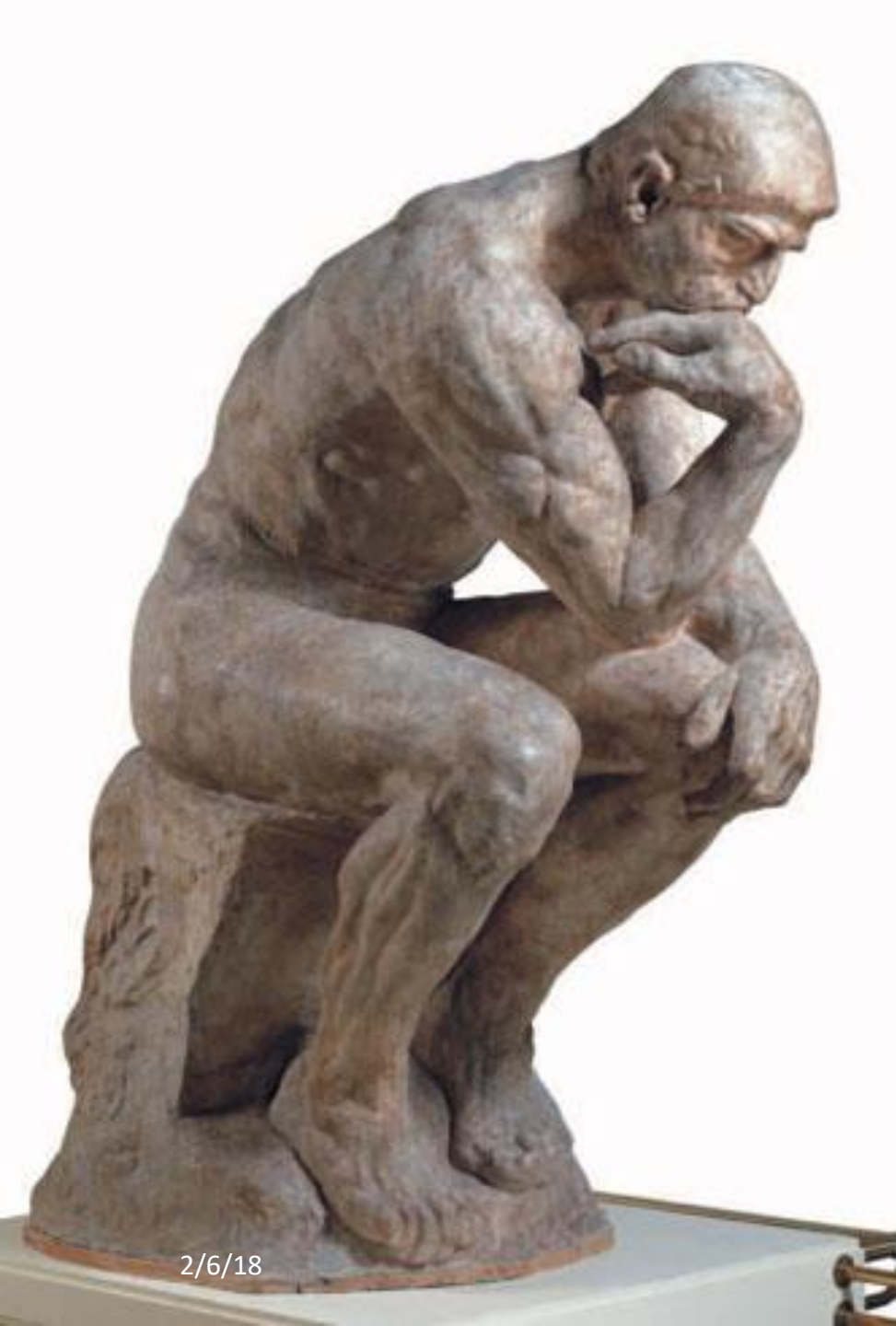




# Staff Recruitment That Works!

- Job descriptions - reflect new roles and responsibilities
- Recruitment strategies focus on desired qualities and characteristics
- Interview process accurately identifies the correct staff for the job
- New staff provided with effective training and mentoring





# Deciding What You Need in Staff

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## Skills and Competencies

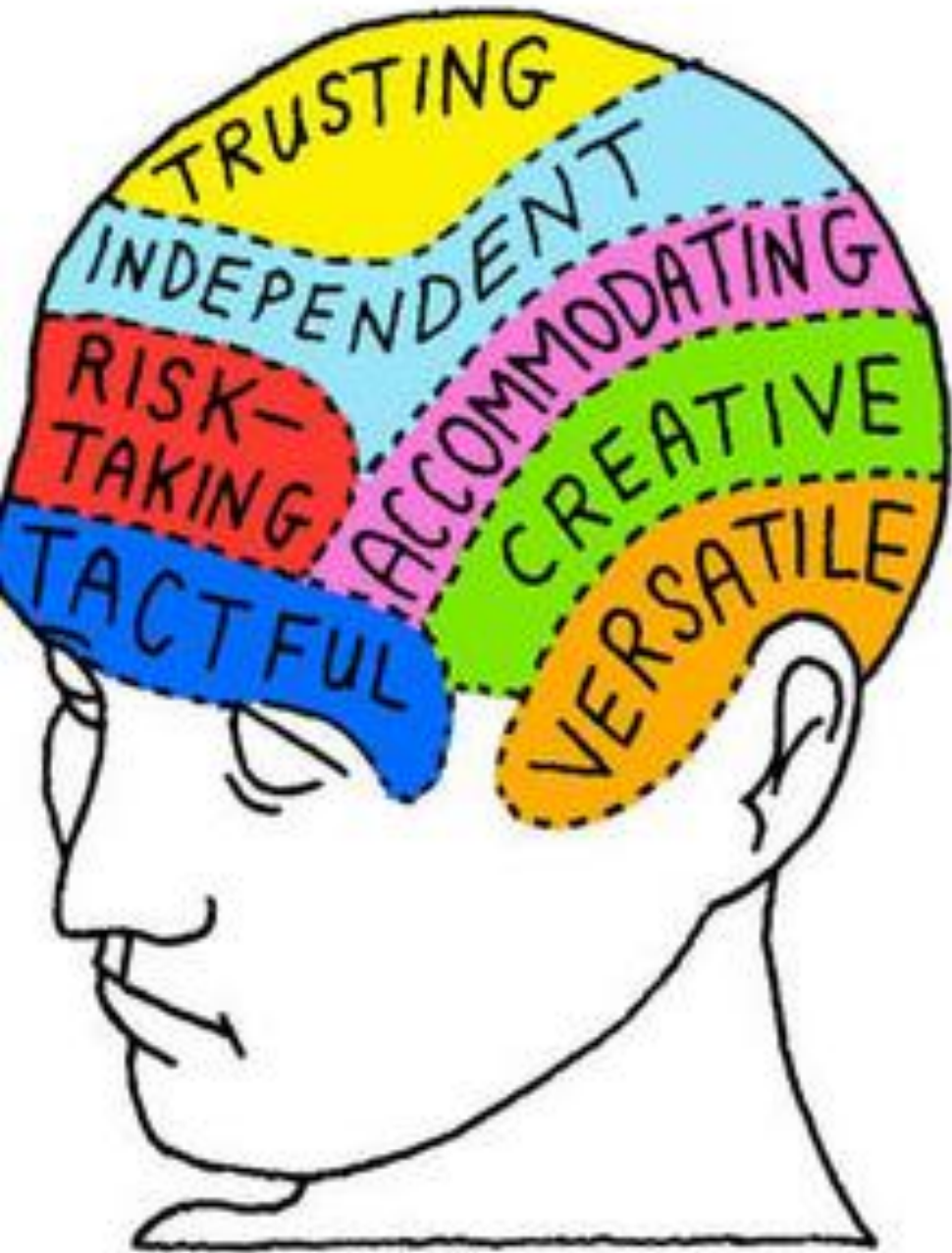
- APSE/CESP <https://vimeo.com/226478025>
- ACRE <http://www.acreducators.org/competencies>
- ODEP Customized Employment <https://www.dol.gov/odep/pdf/2011cecm.pdf>

## Qualities and Characteristics

**Critically important in community work. Should be woven into everything – starting with job descriptions**







# Identifying Staff Qualities and Characteristics

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- Community connected
- Great communication skills, especially listening
- Professional appearance and presentation
- Self-directed and organized
- Good decision making skills
- Self starter
- Problem solver
- Negotiator
- Crisis management skills
- Innovative
- Strong personal work ethic
- Committed advocate
- Use of “teachable moments”
- Understanding of how to provide support from “behind the scenes”

# **JOB DESCRIPTION**

- **Include mission and values**
- **Write job summary – using words that reflect duties & values**
- **Highlight work in the community**
- **Stipulate need for good teamwork & flexibility**

# Sample from Job Description Job Summary



Works with assigned individuals, staff and circles of support to identify the job seekers interests, skills, talents and possible support needs to facilitate community integrated employment.



Works with community employers to gain an understanding of the overall functioning and personnel needs of their businesses.



Makes sound matches between the work aspirations and skills of people supported and the personnel needs of employers, which result in satisfactory outcomes for both parties.



## Recruitment

*Writing a job posting that attracts the right people*

Values are key in our work – express the agency's values in the recruitment process by:

Thoughtful language describing the position in person-centered terms

Imbue ads with the qualities and characteristics desired in staff

Focus ads on what the applicant will be doing and expected outcomes of the work.



# Sample Recruitment Advertisement

*Motivated self-starter* with a *strong work ethic, good self-direction* and *organizational skills* and a *professional appearance* who likes *problem solving, enjoys people* and *develops relationships easily*, to assist job seekers with an array of interests and various abilities to find suitable employment.



# Marketing and Messaging

**How are you marketing the job and your agency to prospective employees?**

- Are you highlighting attributes of the job?
- The benefits of working for your agency?
- Creating a sense of excitement?

**What messages are you communicating to specific markets?**

- Millennials/Gen Z
- Retired people
- Parents with school-aged children
- People from particular communities
- Diverse language speakers
- Specialty staff





## Modes and Methods

**Social Media – Facebook, Instagram, Twitter, Craigslist, website**

**Internet recruitment sites – Indeed, Monster, Ziprecruiter**

**Job Boards – universities, training centers**

**Co-worker Referral – hiring bonuses**

**Networking (friends, families, schools, religious institutions, civic associations)**

**Out of the box! (identifying great customer service & hiring)**

**Cultivating a new work force – partnerships w/ higher ed**

# Sample Interview Questions:

**1. ) Tell me about yourself. How do you spend your time when you aren't working?**

**2.) How are you connected with your community? Do you participate in any civic organizations or activities? How could you use your personal connections on behalf of the people you may support?**

**3.) Do you enjoy meeting people? How comfortable are you speaking in public or to people you don't know well? How would you describe your personality?**

**4.) Would you say you prefer to work more independently or with close supervision? Have you ever worked in a team? Did you enjoy it?**

**5.) Describe your experience working with job seekers? Who were they and what did you do to help them?**

# Recruitment Data and Trends

## Data:

- Demographics of staff
- How did we attract them?
- Longevity
- Termination

## Methods:

- Robust HR database
- Application with key questions
- Exit interviews

## Satisfaction Surveys



# Staff Training & Development

- Determine what competencies staff need before working alone in the community
- Give heavy emphasis to their role in changing the perceptions society has of people with I/DD (civil rights)
- Focus on CIE and the impact of work on a person's life and position in society
- Ensure staff understand their role in facilitating relationships and natural supports
- Process for determining they are ready to be independent in the community without direct supervision





## Question 2

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**How does your agency get  
needed training for staff  
currently?**

# Training Availability

- National Conferences – APSE, TASH, ARC, ANCOR
- State or regional training & conferences – Wisconsin Employment First Conference
- Grant based funding for state-wide training
- DD Council Initiatives – funding for targeted state-wide training
- Collaborative training – agencies come together to fund trainers and training
- On-line training options (better with experienced person to guide)



# Staff Training

- All staff – best practices, agency philosophy, E1<sup>st</sup>, meaningful community integration, our role as change agents
- Employment staff – Specifics of CIE, CE and MCI overview and connection to employment
- MCI staff – Specifics of MCI, overview of CIE and CE and the connection to MCI
- Cross training – as schedules become more individualized staff may shift roles to accommodate the individual
- Assure coaching/mentorship to achieve competence



# Self Management Skills

**1**

**1. Managing commitments and time**

**2**

**2. Having motivation and capability to learn new things independently in support of one's work**

**3**

**3. Building and nurturing one's personal network**





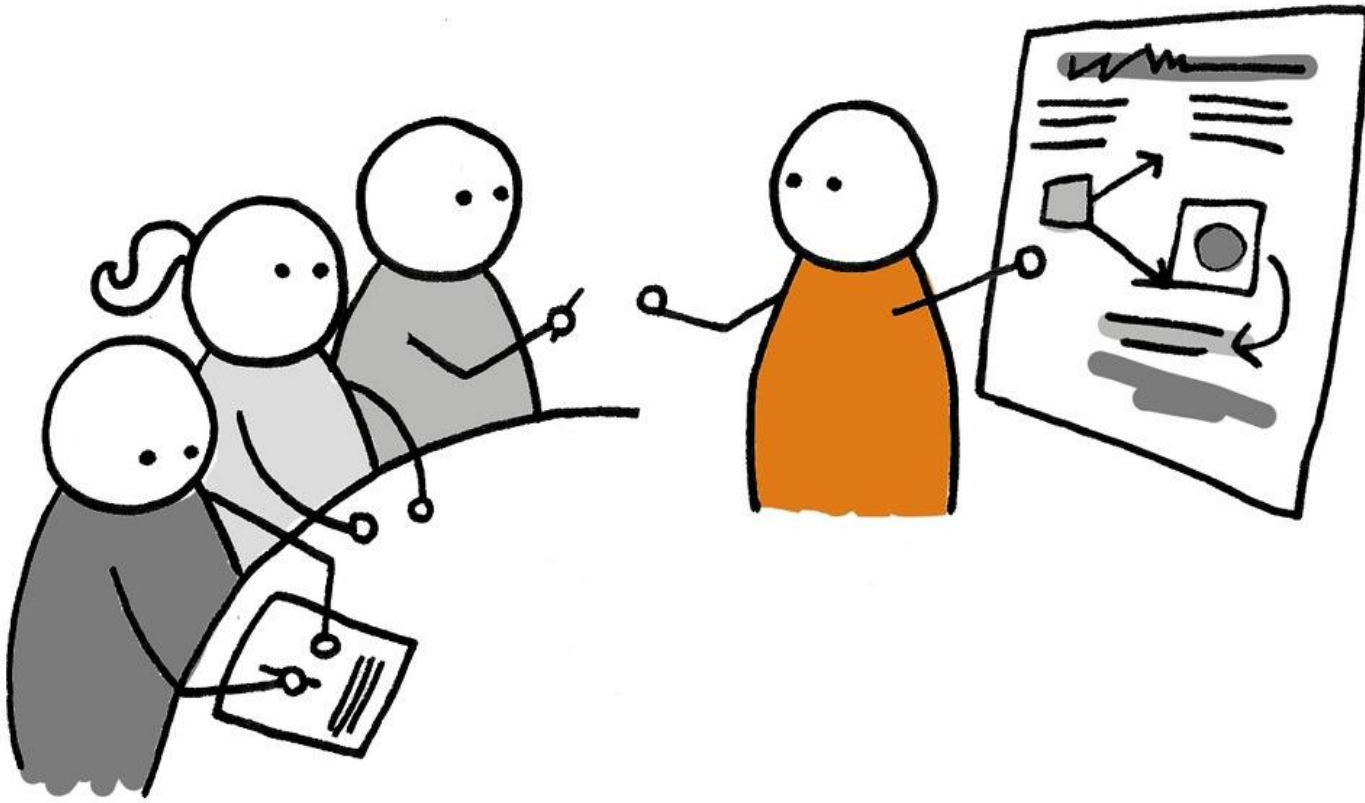
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# Judgment and Decision-Making Ability

- Using good judgment and making sound decisions are acquired skills
- Provide training on strategies for sound decision-making
- Set clear parameters for independent vs. team decision-making

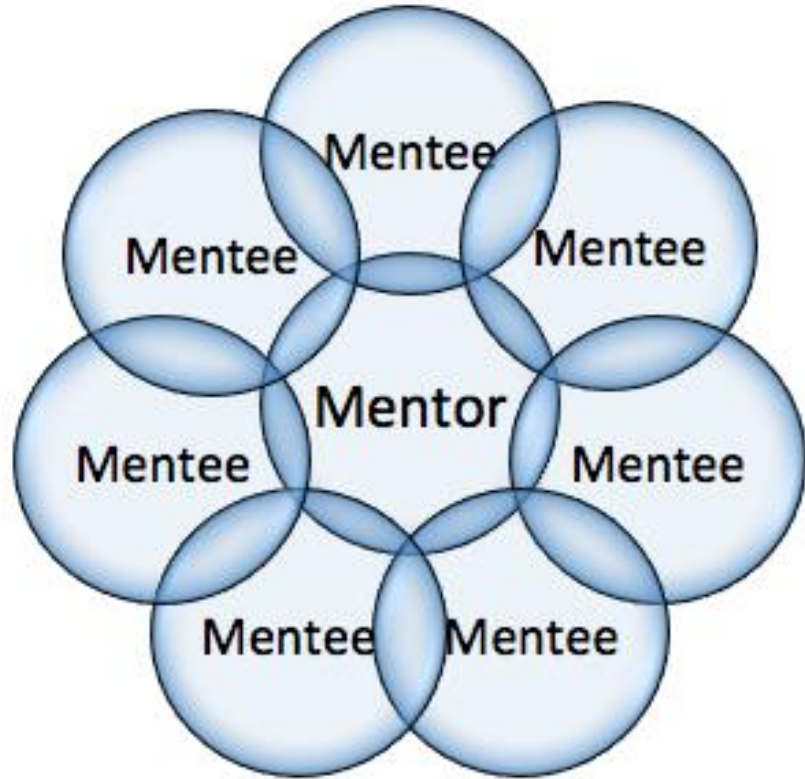


# Building Capacity for Internal Staff Training



## Train-the-Trainer & Mentorship

- Training available “on demand” for new employees
- Establish “experts” within agency
- Staff learn from future mentors
- Agency can infuse training with agency philosophy and expectations
- Possibly provide training to other agencies (increase revenue)
- Support and reward staff for becoming trainers and providing training



## Training/Mentoring Focuses

- **Philosophical Foundations** – management behavior is communication
- **Self-reliance/teamwork** – depending on oneself & cooperating with others
- **Technical Skills** – what it takes to do the job
- **Structures/processes/procedures** – how we would like it done

- Studies show connection between feeling competent and longevity on the job
- Often staff are away from direct supervision for long periods - must be competent – must be able to have confidence in skill
- Values and concepts must be repeatedly reinforced so everyone stays in sync







## **Supporting Staff**

**Managers skilled in the tasks staff are performing**

**Field-based mentoring an essential part of the job**

**Staff meetings – imperative to get the staff together**

**Cultivating a sense of belonging**



- Field-based – modeling inclusion
- Problem solving, training, agency relationship reinforcement - a place to talk, get help, feel a part of a common cause and valued
- Acknowledging success

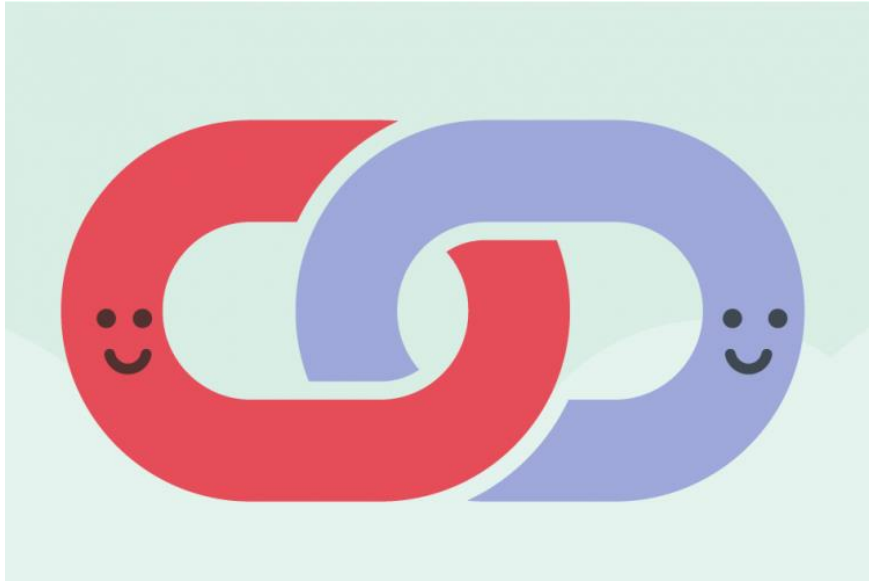
## Maximizing Staff Meetings



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# POLL 2

# Linking Performance to Competencies



- Job Descriptions that reflect true competency needed
- Performance evaluations based on competencies and real outcomes
- Reviewing and setting new goals
- Training to the job and the person
- Reviewing and rewarding for skills and outcomes

# Accessing Training Effectiveness Through Observations

Tie	Observation to skills taught in training and competencies in job description
Avoid	punitive feel. Associate observation to assessment of effectiveness of training
Assess	training effectiveness and ability of staff. Does staff demonstrate necessary competencies
Identify	strategies to support acquisition of necessary skills

## Monetary Rewards

- Bonuses
- Pay Increases

## Professional Growth

- Opportunities to attend advanced training
- Presenting at conference
- Leadership mentoring

## Advancement

- Career ladders





# Celebrations

**Staff meetings** – acknowledge accomplishments, eat pizza!

**Awards Events** – Your agency's, your trade association, provider conference

## Other Recognition

Newsletters

Websites

Social media

**Happy Hours** – just time to celebrate each other!



# Teamwork

*Cooperative or coordinated effort on the part of a group of persons acting together as a team or in the interests of a common cause*

- **Work Environment - dynamic unanticipated opportunities arise, schedules change, everything is in motion**
- **Response – Teams form around common set of outcomes, conduct group problem-solving, share responsibility**



# TEAMWORK

Each Achieves More

# Team Member Characteristics

**flexible and  
cooperative**

**customer service  
oriented**

**cooperates  
w/others to ensure  
appropriate  
support provided**



# Supporting Teams

- **Train staff in group facilitation and teamwork**
- **Encourage independent thinking – reward good work and good ideas**
- **Be clear on parameters for team decision-making – independent vs in consultation with management**
- **Develop some tolerance for mistakes – that's how we grow**



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## Supporting the Team

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- Learn who they are
- Develop ways to honor their contributions
- Ask what they need & supply it
- Be a good listener.
- Encourage members to get to know and support each other

# Summary

Staff are our most valuable asset and should be carefully engaged, developed and supported

Having the right qualities and characteristics in staff will determine your agency's effectiveness in providing community supports

Staff require field-based supervision from knowledgeable, supportive supervisors

Teamwork is essential in providing support to the full life of a person

Success should always be acknowledged and celebrated.



Questions/Comments???

# Contact

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