

# Staff Development: Improve Employer Engagement

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# Objectives

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- Discuss the changing responsibilities of staff and staff turnover
- Discuss best practices in staff development
- Discuss competency based training and national certification
- Contrast staff development to staff training
- Review promising practices in staff orientation and development
- Review available resources and training related staff development

# The person who exists that the organization cannot do without

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It is an indictment on management

- Job rotation
- Cross training
- Documentation

# An operating theory

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An operating theory based upon the idea that the services of any person in any organization may be lost to that organization at any time.

Need for contingency take over plans

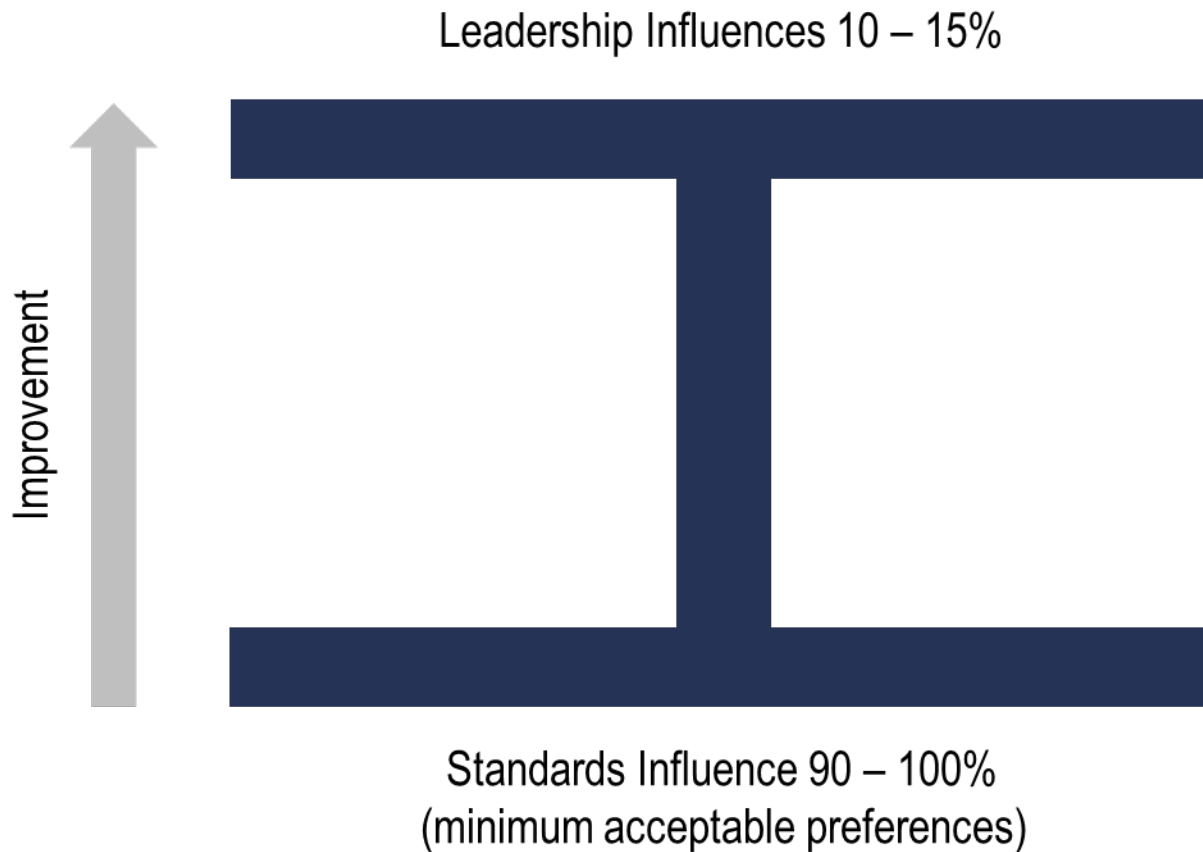
Documentation

Cross-training

Job-rotation

# Two ways to influence improvement of the job

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# Question?

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What standards of performance are critical for providing large scale, community employment services?

# Advocacy Through Education: A Shared ACRE Mission

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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.

# Certificate Options

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## **ACRE has the following options for Certificates of Achievement**

- Basic Level Employment Services** (40 hrs. of training)  
Person must have 0-12 months experience
- Professional Level Employment Services** (40 more hrs. of training) Person must have 12-24 months experience

**Over 4256 certificates** awarded since 2005



# National Issues Related to ACRE

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Several states requiring that provider staff have an ACRE Certificate.

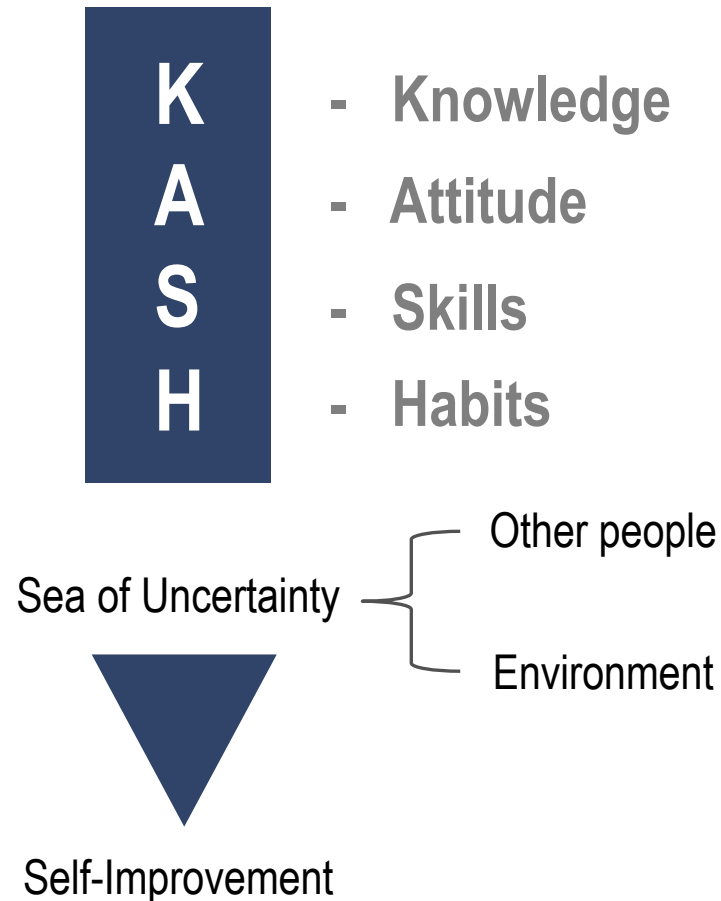
Several states exploring & requiring training based on ACRE competencies.

Several states are incentivizing providers whose staff earn ACRE certificates (higher rates of pay).

ACRE positioned to support & promote Employment First Initiatives

# Four essential requirements for self-improvement

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# Five steps in a skill training program

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**P**

Prepare the learner to learn

**E**

Explain

**S**

Show

**O**

Observe

**S**

Supervise

# Questions

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- What skills or competencies are needed to implement those standards of performance?
- Which skills or competencies are different when providing community based services versus facility based services?

Typical sequence

**Discovery**

**Job Search Plan**

**Local Research**

**Negotiation**

**SUPPORTS**

# Job Development Process



# Managing the Job Development Process with each Job Developer

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Know which employers have been contacted and why

Know how many contacts have yielded an informational interview

Know what's been learned during the informational interview

Know how many informational interviews have yielded an employer presentation

Know what's being proposed to each employer and the result of each employer presentation (yes/no/maybe)

# Managing Inexperienced Job Developers

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Job Developers should not be contacting and meeting with employers by themselves unless they feel confident, competent and comfortable with that step in the job development process



# Managing Inexperienced Job Developers (1)

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The Supervisor should define their role in developing the Job Developer's skills and ability to work with Employers for each step in the Job Development Process

The Supervisor and the Job Developer should identify Mentors who the J.D. can be with or draw support from while learning to contact and meet with Employers

When participating in the employer meeting, the Supervisor/Mentor should brief and debrief with the new J.D. before and after each employer meeting. What were we trying to accomplish? How did we do?

# Managing Inexperienced Job Developers (2)

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Make sure the Job Developer knows the basics:

- The steps in the job development process
- The goals related to each step in the process
- The tools they need to do their job

Help Job Developers identify their personal and professional networks and make them aware of other staff's personal and professional networks

Monitor how they are approaching and what they are saying to employers to secure informational interviews

# What do employers WANT to hear from us?

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We represent...

Motivated employees who are excited about working

Candidates with skills sets that add value to their workforce.

Business solutions that improve the company's productivity and/or workflow.

Customized Employment  
It Works!

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# Surveying Employers (Informational Interview)

# Informational Interviews

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Foot in the door

Low pressure

Chance to make a great first impression

Start of working relationship

Uncover possible opportunities

During your visit,  
find out these things about the  
employer...

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Known for; proud of

Array of skill sets required

Production/operations challenges

Preferred approach for an Employer

Presentation – when and who should be  
there

# Be on the lookout...

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Possible ways to improve work flow

Employees bogged down with important yet non-essential tasks

Core staff who struggle to manage their work loads

Customers unhappy

Weekly or Seasonal Production Peaks

Use of Temp Agencies or overtime costs

Duties that might be performed in a different way – but will yield excellent outcomes

Degree of flexibility of the workplace

# Spot ways to help the employer...

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Serve more customers or improve services

Increase efficient use of...

- Resources
- Time
- Staff

Save money

Earn more money



# Your Next Steps...

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Acknowledgement and thank you

Develop a refined task list that reflects needs you observed

Possible scenarios

- Dead end? Still retain connection for future
- Some interest? Offer to remain in contact
- Some real possibilities? Set second appointment for an Employer Presentation

The Pitch (aka the  
employment proposal)

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**FRAMING YOUR IDEAS AND  
PRESENTING A CANDIDATE**

# Employer Proposals are Essential

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Professional image

For a Presentation Appointment with Decision Makers

Frame discussion

- Tailor to person(s) you are meeting with
- Present candidate's skills that perfectly match the refined task list
- Convey how your candidate would benefit the company
- Convey how your Employment Services would benefit the company

# Refined Task Lists

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Get the employer thinking and frames hiring as a business solution

Based on employer's needs and job seeker's skills

Use employer's jargon and organizational terms

Put most important tasks first

Be specific-no general terms

# Reminder

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Negotiations begin when the job developer recognizes the value a prospective applicant can offer a business.

Remember —  
an employer may consider  
customizing job tasks if convinced  
doing so would...

save the company money;

help the company to make money;

help the operation to run more efficiently;  
and/or

improve customer relations

# Managing Inexperienced Job Developers (3)

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Monitor what was learned during all informational interviews by reviewing completed informational interview forms or notes posted in a data base

Monitor what is being proposed for all employer presentations by reviewing draft Employer Proposals in the context of information gathered during the informational interviews

Monitor the outcomes of Employer Presentations

# What employers say about C.E.

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Helped us...

meet production and sales goals

improve customer service

become more efficient

free up staff to concentrate on other essential tasks

clear backlogged work



A hiring manager who hired an individual through a customized arrangement

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***“Nothing beats showing me how you can make my life easier!”***

# Marketing Maxim

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It is more effective to find out what customers need and want and then match it to what you have to offer, than it is to get them to buy what you are selling.



# Questions?

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- Which concepts and strategies do you plan to incorporate into your staff development efforts?
- Which skills or competencies do some of your staff have that they can be shared with new staff members?
- What resources and training do you need to improve staff development?

# Homework

## Getting Started with Staff Development

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### WHEN YOU RETURN HOME:

- **Conduct a comprehensive analysis of existing staff to identify skills and competencies needed to support your transformation plan.**
- **Identify resources and training to support a professional development program.**
- **Develop and implement an organization-wide training & professional development program to correspond with the strengthening of corresponding staff competencies vital to transformation goals**

# Contact

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