



Capacity Building: Focusing on Front-Line Staff

Prepared for the State of Ohio

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Agenda

- Staff Core competencies for integrated services
- Recruitment
- Training & Professional Development
- The OS Model as an example
- Q&A

Staff Core Competencies

1. Value Set
2. Independent, Real-Time Problem Solving & Decision Making
3. Agility
4. Effective Communication
5. Time management and efficiency
6. Positive client interaction
7. Customer Service
8. Motivated and ambitious
9. Confidence
10. Team Player



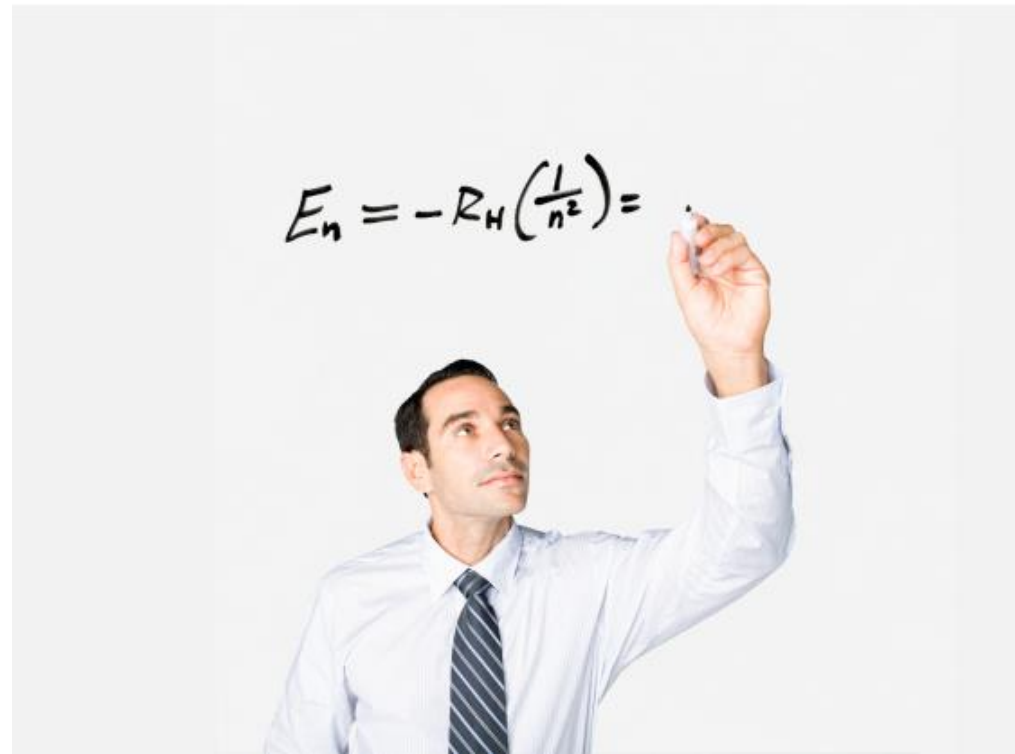
1. Value Set

- Does the staff believe in the mission, vision, and values of the organization?
- Do they believe in what they are doing and the services they are providing?
- Do they believe that community-based integrated services are best for their clients/consumers?
- Are the staff drinking the Kool-Aid...?



2. Independent, Real-Time Problem Solving & Decision Making

- Ability to think on your feet
 - Think outside the box
 - Empowerment- "Can I handle this? Or is it above my pay grade?"
1. Save The Job
 2. Working with Clients
 1. Get Around Problems
 2. Adaptations
 3. Skill Training
 4. Tasks Analysis



3. Agility

- Ability to assess your environment
- Ability to adapt to your environment
- Wear multiple hats
- Well-balanced knowledge base



4. Effective Communication

- Communication standards and time frames
- Effective, professional communication
 - Fit into the business world
- Case-noting standards
- Time-frames – what to do, when



5. Time Management and Efficiency

- Clear expectations
- Knowledge of funding systems
- Critical resource analysis
- Fiduciary responsibility
- Troubleshooting



6. Positive Client Interaction

- Always positive
 - “Engage and have fun with clients”
- Best-practice Interaction Standards
 - Clients
 - Businesses
 - Stakeholders



7. Customer Service

- Top 4 Customers to Satisfy:
 - 1. Client
 - 2. Family
 - 3. Business
 - 4. Stakeholders
- What are the best practices in serving these 4 customers?
- How does each customer need to be treated differently?

8. Motivated and Ambitious

- Weed through possible candidates to find those who are always striving to be better
- This cannot be taught; it has to already exist within the skill set



9. Confidence



10. Team Player

“Coming together is a beginning.

Keeping together is progress.

Working together is Success.”

-Henry Ford





Moving from a Perfect world to reality

- All organizations have limited critical resources
- Limited candidate pool
- How to find the best fit for the job and your organization

Finding a Good Fit

Core Competency	Have It	Train It
1. Value Set	92%	8%
2. Independent Real-Time Problem Solver & Decision-Maker	25%	75%
3. Agility	92%	8%
4. Effective Communication	0%	100%
5. Time Management & Efficiency	50%	50%
6. Positive Client Interaction	50%	50%
7. Customer Service	40%	60%
8. Motivated & Ambitious	100%	0%
9. Confidence	70%	30%
10. Team Player	50%	50%

Recommended Training & Professional Development

- Education
 - 4-year college degree
 - Graduate School/MBA
- Graduate school or MBA
- Experience and crisis management
- Case Studies
- Negotiation skills – getting to 'yes'
- Multi-variable analysis
- Role-playing
- Cross-training
- Mentoring



Q&A

