

A decorative background featuring several pushpins of various colors (black, grey, white) pinned to a light-colored surface. The pushpins are arranged in a way that their shadows are cast onto the surface below them, creating a sense of depth and texture.

# Managing Employment Programs

Ensuring Successful Outcomes

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# Mission Statement

- The CRP has established a clear vision and mission that promotes integrated employment, community inclusion, and zero exclusion.
- The CRP works toward a flat structure, with most personnel in direct service roles.
- The CRP promotes stakeholder involvement in planning and decision-making through various informal and formal means.
- The CRP supports staff to be involved in person-centered planning that addresses individual interests, preferences, and support needs.

# Mission - continued

- The CRP supports individualized jobs and related supports for all customers, including people with high support needs.
- The CRP pursues flexible, individualized funding that allows sufficient support for individuals with high support needs.
- The CRP has job descriptions that promote the focus on integrated employment and related community supports.
- The CRP configures staff to provide holistic supports in a collaborative manner (e.g., full service, self-directed teams), and supports reasonable staff-to-individual ratios.

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# Mission - continued

The CRP:

- Has a staff recruitment and retention process that promotes hiring and keeping high quality personnel.
- invests in staff development through extensive, ongoing training and support.
- promotes a learning culture in which creativity, innovation, and risk taking are supported and where staff feel empowered.
- operates with an action bias, focusing on continuous evaluation and improvement of outcomes.
- collects and uses data on consumer outcomes, staff productivity, customer satisfaction, cost efficiency, and other process and outcome variables.

# Mission - continued

## The CRP

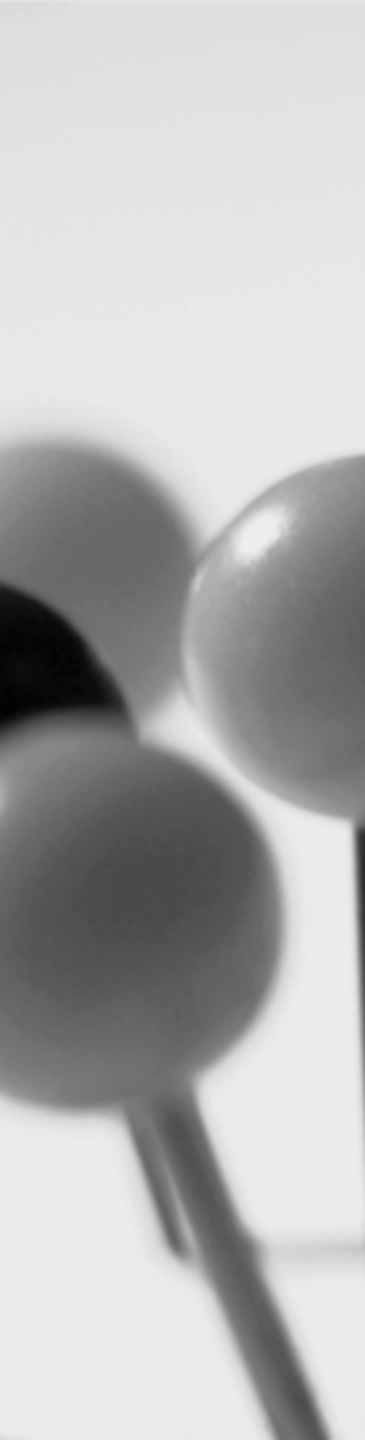
- has a staff compensation and reward process that reinforces desired outcomes.
- The CRP promotes leadership at all levels of the CRP.
- has developed marketing materials and approaches that coincide with common business practices and promote a positive and professional image.
- has developed partnerships with the business community and other external entities in the community, state, and nation.

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# The Golden Rule:

- Above all else, treat others as you'd like to be treated
- By showing others the same courtesy you expect from them, you will gain more respect from coworkers, customers, and business partners.
- Holding others in high regard demonstrates your company's likeability and motivates others to work with you.
- This seems so simple, as do so many of these principles — and yet many people, too concerned with making money or getting by, fail to truly adopt these key concepts.



# Practice Principles of Supported Employment

- Eligibility is based on consumer choice.
- SE services are integrated with comprehensive mental health treatment.
- Competitive employment is the goal.
- Personalized benefits counseling is important.
- Job search starts soon after consumers express interest in working.
- Follow-along supports are continuous.
- Consumer preferences are important.



# The Five Jobs Every Leader Must Do

1. You have to make sure that today's work gets done
2. You have to make sure that tomorrow's job will get done
3. You have to handle critical incidents as they occur
4. You have to do performance interviews
5. You have to create a great working environment.

# Job 1

- The daily work of the organization needs to get done both effectively and efficiently. To do it effectively means making sure that the most important things get done. It means establishing priorities, setting up systems, and concentrating effort so that organizational goals and objectives are achieved.
- Getting today's job done also means paying attention to efficiency. For most of us that means putting systems in place to get the maximum amount of output for the minimum amount of input, or that accomplish tasks as rapidly as possible while achieving appropriate levels of quality.

## Job 2

- It's not enough to get today's work done, you're responsible for making sure that tomorrow's job gets done, as well. The two major components of this job are: planning; and training and development.
- Your job includes planning for the future. That, in turn, involves getting some ideas about what sort of issues and problems the future will present and then devising ways to recognize them and deal with them..
- You're also responsible for training and development of the people who work for you. You may do some of that through work assignments or individual counseling. In some leadership positions you would do this job by setting up training and development systems.

# Job 3

- Critical incidents are low frequency/high impact events. They don't happen often, but they have large potential impact when they do.
- To do this job well, you need, first, to identify what kinds of situations might be critical incidents for you. Then determine how you'll recognize them or prevent them, and develop a plan for how to deal with them.

## Job 4

- Performance Interviews are contacts with folks who work for you where you have an objective of changing their performance. Most of them are short, informal and single purpose. The book, *The One Minute Manager*, dealt with that kind of Performance Interview.
- The farther you move up the organizational chain, the more you will work on this indirectly. You'll still do direct Performance Interviews with some folks, but most of your leadership time on this job will be involved in setting up systems and culture so folks down the chain from you can do Performance Interviews effectively.

# Job 5

- A great working environment is one where the mission is accomplished and morale is high. Great working environments have the following characteristics when viewed from the worker's perspective.
- Interesting and meaningful work
- Clear and reasonable expectations
- Regular and usable feedback
- Fairness
- Consistency
- Maximum control possible over work life.

# Market Summary

- Summarize your market in the past, present, and future.
  - Review those changes in market share, leadership, players, market shifts, costs, pricing, or competition that provide the opportunity for your company's success.
  - Where do you provide services
  - What services do you provide

# Opportunities

- Identify problems and opportunities.
  - State consumer problems, and define the nature of product/service opportunities that are created by those problems.
  - How can you make the system better?
  - How can you become “the best”
  - Do you really want to take that on? “BEST”



# Be involved in implementing Supported Employment

- **Step 1** Create a vision by clearly articulating SE principles and goals. Designate a staff person to oversee your SE initiative.
- **Step 2** Form advisory groups to build support, plan, and provide feedback for your SE initiative.
- **Step 3** Establish program standards that support implementation. Make adherence to those standards part of licensing criteria.
- **Step 4** Address financial issues and align incentives to support implementation.
- **Step 5** Develop a training structure tailored to the needs of different stakeholders.
- **Step 6** Monitor SE fidelity and outcomes to maintain and sustain program effectiveness.



# Marketing Materials

- Business cards
- Flyers
- Letters of Recommendation
- Letters of Introduction
- Success Stories
- Candy, treats, etc.

# Goals and Objectives

- List five-year goals.
- State specific, measurable objectives for achieving your five-year goals.
  - List market-share objectives.
  - List revenue/profitability objectives.

# Resource Requirements

- List requirements for the following resources:
  - Personnel & Related Benefits
  - Technology
  - Finances
  - Distribution
  - Promotion/Marketing
  - Products
  - Services
  - Training and Staff Development

# Financial Plan and budgeting

- In class activity and discussion...Program Budget