

The background features a gradient from light green at the top to dark blue at the bottom. It is overlaid with various circular and semi-circular patterns, some with arrows indicating direction. A prominent scale on the left side shows numbers from 140 to 260 in increments of 10. The main title is centered in large, white, bold, sans-serif font.

HIRING AND RETAINING TEAM MEMBERS

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JULY 2023

WHAT ARE THE PERCEPTIONAL ISSUES WITH HIRING AND RETAINING TEAM MEMBERS?

➤ SALARIES

➤ PEOPLE in the LABOR MARKET

CRITICAL ISSUES

- CULTURE
- LEADERSHIP AND MANAGEMENT
- TRAINING AND DEVELOPMENT
- EFFECTIVE PROCESS AND TOOLS
- SALARY AND BENEFITS

THE RESEARCH

Surprise! People leave managers, not companies ...

PRE RECRUITMENT ASSESSMENT

- Which roles are being recruited? (The different roles require targeted skill sets.)
- What attributes match our culture and team needs?
- What is our plan to orient and train new hires?
- What processes and tools do we have in place to support the team members?
- What data will we use to evaluate development and success?

THE LEADERSHIP EFFORTS FOR ALIGNMENT

- **Education and development focus for all employees**
- **Internal communication and engagement strategy**
- **Clarifying philosophy and values**
- **Employee recognition practices**
- **Development of a vision for best practice**
- **Development of service models to get to best practice**
- **Soliciting feedback from people served to cycle into best practices**
- **Working with funders and other community partners to maximize salary and benefits**

ESTABLISHING A VISION

- Aligns people in activities that cut across the organization.
- Helps set priorities and facilitates goal setting.
- Clearly states, “this is who we are, this is what we do, and this is where we are going.”
- Does your organization have a vision focused on competitive, integrated employment?

THE PIECES

- Mission Statement (consistent with the Vision Statement)
- Operational Blueprint (consistent with the Vision Statement)
- Organizational Infrastructure (consistent with the Operational Blueprint)
- Functional Job Descriptions and Onboarding Process
- Team and Management Development Tools and Process
- Financial Plan (Consistent with Operational Blueprint)
- Infrastructure for Data Driven Decisions



PERCEPTIONS



LEADING THE WAY – THE CHALLENGE



COMMUNICATION: THE KEY TO SUCCESS

Communication considerations as it is woven into the Blueprint

- Consistency of the Message (e.g. organizational title; how we portray persons with disabilities; and team member job titles.
- Inward and Outward Communication: Directional and Targeted Messaging
- Continuous attention to communicating progress and challenges
- Multiple vehicles of communication (e.g. posters; emails; announcements; and updates in meetings)

ORGANIZATIONAL INFRASTRUCTURE

A tree that will bear no fruit –

The infrastructure must be consistent with the targeted goals and objectives. Community-based competitive employment is not the moving of the present programs to another venue. Team resources, team assignments, and team competencies are consistently directed toward targeted goals and objectives.



MANAGERS AND SUPERVISORS

To change a culture into one that is more LEAN and far more efficient, we need to make a shift from traditional training models, instead focusing our energy and resources into the development of mentored managers and supervisors who have the capacity to change service delivery by actively growing team members.

Managers and supervisors are a critical resource within an organization, as they not only provide stability and continuity through higher retention rates; they are in the unique position to directly affect quality improvement.

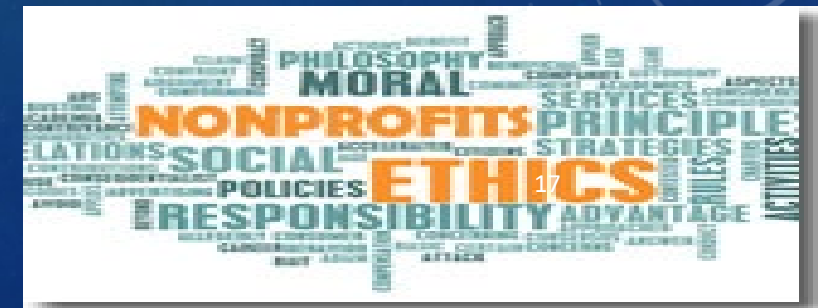
TOOLS



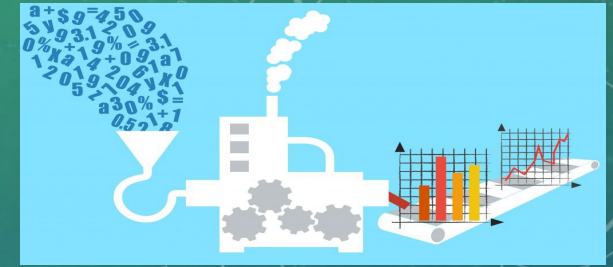
- Employment Services Core Competencies and Training Modules
- Standard Operating Procedures and Practices
- Training Curricula/Trainer's Guides for Managers
- Consistent Service Delivery Tools for Employment Team Members

CONSIDERATIONS FOR THE FINANCIAL INFRASTRUCTURE

- Do our resource allocations align with our efforts?
“putting our money where our mouth is”
- Are we maximizing revenue streams and funding opportunities?
“turning over every stone”
- Are we being consistent in work expectations from our team and remunerations provided for the workload?
“a fair day’s wage for a fair day’s work”



DATA DRIVEN PROCESSES



- Clearly defined program assessment and evaluation metrics
- Established competencies and standards of quality service for every level of the organization
- Performance reviews for managers are tied to the program metrics and team member development
- Performance reviews for team members mirror targeted competencies and quality of service

FUNCTIONAL JOB DESCRIPTIONS AND ONBOARDING PROCESS ESSENTIALS

- Job Descriptions that reflect the skills needed to deliver services that reflect EMPLOYMENT FIRST best practice.
- Adequate time for skill development with new team members.

PASSIVE SEARCH VS. RECRUITMENT



TRANSFERABLE SKILLS



QUESTIONS



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