

**National Training Institute for
Frontline Supervisors and
Technical Assistance Project**



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*Quality of Life for someone
receiving services is directly
related to the continuity of
their relationships.*

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Purpose

To train Community Human Service
Employer "change agents" in Workforce
Development practices and strategies to
improve recruitment, retention and training
of Direct Support Professionals and
Frontline Supervisors.

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Methods

- Competitive national selection and training of partner organizations
 - Teleconferences with required homework
 - Online curriculum
 - MN Training Institutes in 2004 and 2005
 - Site visits and telephone TA
- Frontline supervisor training and intervention implementation in partner organizations
 - CFMS, RRD Classroom Curriculum, Staff Recruitment and Retention Book
- Evaluation of outcomes in partner organizations
- Training and technical assistance spread to other organizations
- Development and implementation of sustainability plans

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By the Numbers

- 5 States
- 8 organizations including two collaboratives and a multi-state organization
- 2 Intensive Train the Trainer Sessions
- 8 project staff members
- 17 trainers trained in Minneapolis
- 188 learners completed 1,586 CFMS lessons online (6,000 hrs of training) April 2006
- As of May 2005
 - 207 classroom RRD
 - 35 Peer empowerment
 - 587 got RJP
 - 422 got revised interview
 - 339 got new orientation
 - 135 got new recognition
 - 70 heard presentation about project
- FLS turnover down from 18% to 12% in 5 orgs in Year 1 of project

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Participants

- Bancroft NeuroHealth & Devereux of New Jersey
- New Horizons Resources of New York
- Orange Grove Center of Tennessee
- Potomac Center of West Virginia
- Southwest WY Rehab. Center, Community Entry Services, & Rehabilitation Enterprises of Northeastern Wyoming

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POTOMAC CENTER
West Virginia

How has the RRD curriculum
been beneficial?



"I learned many things but the one that stands out most is mentoring. We have changed our welcoming & training of new employees. We use a mentor to help the new staff train and transition into their job better. This seems to have helped. The two most recent hires both seem to like the work. I follow up often with both to make sure things are going smoothly and to answer any questions they may have."

Stephanie Kaiser

"What was eye-opening for me was the realization of how valuable mentoring is in direct care. Often times we send folks through orientation, assign them to a specific shift and house and expect that they are equipped to proceed from there. Mentoring is actually one of the more important aspects of training and keeping good staff"

Linda Ward

Other Thoughts...

- I've learned that staff retention and competency doesn't just happen. It takes planning, dedication, and follow up.
- During the sessions thus far I have really enjoyed learning some of the ways other supervisors deal with some of the same issues. I have gotten some "fresh" input. Also I have gotten a lot of information about "mentoring" and the benefits of this program.
- I have learned many new strategies to effectively recruit and retain employees, and I have really enjoyed hearing other ideas on these topics. The literature, discussion, and networking has been very beneficial!!
- As a frontline supervisor this training has taught me how important it is to be a good motivator.



Bancroft
NeuroHealth

New Jersey

Strategy: Train all current & new Frontline Supervisors

- Pilot class
- Executive Team
- Department by Department

We've come a long way and still have more to share....

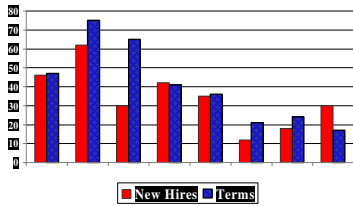
Progress

- 70% of FLS have completed or are currently enrolled in the RRD training
- The remaining FLS will begin their session before the end of the year
- Quarterly/ Semi-Annual trainings will be conducted for new FLS

“Quotes”

- “The behavioral based interviewing has been incredibly helpful for my team in selecting new staff. It is funny to see how many candidates we turn away, that we would have taken before”.
- “What I enjoyed most was the camaraderie, sharing frustrations, and exchanging ideas with the other supervisors in my training.”
- “I found the training to be quite useful in making the arduous interviewing process a little more manageable”

New Hires vs. Terms



DEVEREUX New Jersey



- Conducted six 3-hour sessions
- 28 professionals trained
 - 11.30% decrease in turnover
 - 26% decrease DSP's turnover
 - 24% decrease Involuntary terminations
 - 26% decrease Voluntary terminations
- RJP adoption - 11% decrease in DSP's leaving within 12 months of hire

Where We Are Today...

- Devereux NJ Training Network
 - RRD is now mandated training for Direct Care Management staff
 - Career Planning
 - RRD is pre-requisite training for all potential Direct Care Management staff
 - RRD a domain competency in Performance Reviews for Management staff
- Devereux Foundation (National)
 - Currently training management staff in 12 states

NJ System Outcomes

- Trained 10 New Jersey Providers
- Training Feedback:
 - NJ Providers:
 - "It was wonderful!"
 - "More days! It was so great I wish I could stay the rest of the week brainstorming and planning. . ."
 - NJTN:
 - "This training has jumped me into high gear with our recruitment and selection process. . . I am not self-evaluating after each new hire & each termination to determine what my role was in the equation."
- New Jersey provider groups have met with state staff and are pursuing funding for career development opportunities for DSPs

Community Entry Services, SW WY Rehab. Center, & Rehabilitation Enterprises of NE Wyoming Wyoming



Community Entry Services Continues on in Wyoming

- 3 initial cooperating agencies
 - Approximately 25 people trained in statewide project rollout
- Staff changes eliminated one organization
 - Approximately 20 supervisors trained
- Change in corporate priorities eliminated another organization after the first year



CES Interventions and Implementation



1. Review & Revise Job Descriptions
2. Revised Orientation Practices
3. Mentoring
4. Keep turnover to a minimum



CES Wyoming Sustainability Plan

- Share workforce development at a multi-state conference
- Follow-up with 18 supervisors who received RRD training
- Train 7 new CES supervisors
- Use distance learning to train future trainers from 3 additional Wyoming service providers



In conjunction with

New Horizons Resources & The Mid Hudson Coalition



Our Experience

- Multi-year project
 - (2004-05) New Horizons piloting frontline supervisor curricula...“taking the temperature”
 - (2005-06) Expanding program to 11 Mid-Hudson Coalition agencies.
 - (2006-07) 11 MHC agencies expand project to sister agencies in the Mid-Hudson Region and open for statewide interest & support.

Training in New York



Expected Outcomes

- Probing the causes people stay or leave Direct Support work...it's not about money!
- To increase the attractiveness of our cultures
- Improve the competencies of our management
- Increase the motivation and performance of our workforce

Participant Quotes

What did you find most pertinent to you personally?

- Realistic Job Previews
- Learning different strategies of recruiting direct care staff.
- I liked how it broke down the hiring process and especially enjoyed the section on structured interview questions.
- I found the "training and orientation" section to be very helpful...It helped me to see that I need to involve the supervisors more in welcoming new hires and ensuring that their training continues.

More Quotes

What do you hope will happen as a result of your participation in this project?

- A reinforcement of agency mission/values/vision; create a corporate culture that supports employees to become "vet" employees; motivate large groups of employees to clear common goals.
- Improve our agency's overall values, views, and performance.
- Higher qualified, better informed staff working together as a team always keeping our mission in action.
- That I can enhance our management training with many of the aspects of this training material, especially now as we are redoing our whole agency orientation process which includes management orientation for new managers.

ORANGE GROVE CENTER Tennessee



Remove the Revolving Door Training

- 75 Remove the Revolving Door Participants
- 30 Participants Completed the Training



Workforce Challenges

Recruitment and Retention Statistics	2004	2005
Turnover rate	25%	25%
% of leavers w/less than 6 months tenure	47%	46%
Vacancy rate	28%	27%
Overtime in one month	19%	13%

Intervention Plan: DSP Tiers

DSP Tiers were created to increase wages, promote professionalism and implement self-directed training responsibilities for all direct support professionals employed at Orange Grove Center.

DSP I

Rate of Pay: \$8 and \$9 per hour

Training Requirements: CPR, First Aid, F Endorsement, Defensive Driving, Tie Down Securement Training, Annual Refresher Training, Specific Individual Training.

Experience: None, New Hire

DSP Tiers continued

DSP II

Rate of Pay: \$8.50 and \$9.50 per hour

Training Requirements: All Training Requirements from DSP I

Experience: 2 years employment as a DSP I

DSP III

Rate of Pay: \$9 and \$10 per hour

Training Requirements: Keep all training from DSP Tier I and II current. Completion of a training course such as College of Direct Support Professionals, Supportive Care Specialist or equivalent advanced course work related to the MR/DD field.

Experience: 3 years of employment as a DSP II

Research and Training Center on Community Living

Institute on Community Integration @ U of MN
204 Pattee Hall, 150 Pillsbury Drive SE
Minneapolis, MN 55455
612-624-6328

Web sites: <http://rtc.umn.edu/ntiffs/>
<http://rtc.umn.edu/dsp>
<http://www.qualitymall.org/>

<http://www.collegeofdirectsupport.com>

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