

“Training Supervising and Mentoring Employment Services Staff”



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NATIONAL COMPETENCIES

National Association of Persons
Supporting Employment First – APSE

Association of Community
Rehabilitation Educators - ACRE

Association of People Supporting Employment First's Universal Employment Competencies

*“Competency” is defined as the ability to do something successfully and efficiently. These competencies therefore, are designed to guide the successful and efficient implementation of services. Both knowledge **and** skill sets are necessary for practitioners and funders to understand the various domains of supported employment. These **universal employment competencies** represent the skills and standards of practice for providers of supported, customized, and self-employment services **for ALL people with disabilities.***

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DOMAIN 1: APPLICATION OF CORE VALUES AND PRINCIPLES TO PRACTICE	3

Endorses competency-based training in 2 areas:

[HOME](#)

[ABOUT US](#)

[COMPETENCIES](#)

[ACRE](#)

Employment Services (basic and professional levels)

Employment Services with an Emphasis on Customized Employment (basic and professional levels)

Completing ACRE approved training can earn the ACRE certificates of achievement.

Trainees must complete all training requirements of the ACRE approved training, which is a minimum of 40 hours. To complete the Basic Certificate of Achievement in Employment Services or With the Emphasis on Customized Employment Services, a trainee must complete the Basic Level ACRE Training.

To earn a Professional Level Certificate of Achievement, a trainee must complete the Basic Level ACRE Training and the Professional Level ACRE Training.

To earn an ACRE approved Professional Level, trainees must also have a minimum of 1 year of employment service experience.



SKILLS NEEDED TO
PROVIDE GREAT
EMPLOYMENT SERVICES

- Employment Services Competencies - https://www.acreducators.org/uploads/1/3/9/5/139535886/curriculum_review_form2022.pdf
- Customized Employment Competencies - https://www.acreducators.org/uploads/1/3/9/5/139535886/cemphasis_2022.pdf
- ACRE – the Association of Community Rehabilitation Educators

A man in a yellow shirt and a woman in a dark green shirt are sitting at a wooden table, looking at a large open book. The man is pointing at a page in the book. The woman is holding the book. There are some decorative items on the table, including a small wooden sculpture of a person and a small plant. The background is a bright, indoor setting with a bookshelf and a window.

MENTORING STAFF

Mentors coach less experienced professionals by offering guidance on skills required to do the job, as well best ways to get the work accomplished in the most effective manner and process.

MENTORING, COACHING AND SUPERVISING

Mentoring - **teaching and sharing** of knowledge, skills to a less experienced staff member. The goal is to **guide and assist** an individual in professional or personal development.

Coaching - provided on a one-on-one basis by a qualified coach. A knowledgeable coach will be able to provide tools, training, advice, and feedback, generally through a structured program.

Supervising - **directing** the actions and overseeing projects of staff who report to you. The goal is to **manage the functions, actions and progress** to accomplish a shared goal. This requires goal setting, *evaluations, assessing and teaching/training* technical skills. Constructive feedback is critical

WORKPLACE MENTORING

- Mentors provide **guidance, support, and encouragement** to employees so they can learn new information, gain confidence, persevere through challenges, and manage stress.
- Generally someone with **greater knowledge and experience** to turn to for guidance.
- Prepare staff for greater responsibilities and leadership roles.
- Mentors may develop a better understanding of employee issues and build stronger communication skills.
- Mentoring can improve supervisory skills, including relationship-building, planning, and problem-solving

BENEFITS OF MENTORING TO EMPLOYER

- ❖ Greater productivity in the workplace.
- ❖ Fewer errors on the job, decreasing employer losses.
- ❖ Training costs may be lowered.
- ❖ Increases teamwork among employees from different generations and cultural backgrounds.
- ❖ Greater job satisfaction reported by mentored employees.
- ❖ Better employee retention.



PROMOTE KEY AGENCY FEATURES:

- individualized jobs and related supports for all customers, including people with high support needs.
- flexible, individualized funding that allows sufficient support for individuals with high support needs.
- job descriptions that promote the focus on integrated employment and related community supports.



METHODS TO BUILD
STAFF SKILLS

- Team Building Meetings
- Team Interaction
- Training
- Feedback
- Coaching & Mentoring
- Performance Review

PERFORMANCE INTERVIEWS

- Connect with staff to discuss and enhance their performance.
- Critical part of organizational management that happens at all levels.



Developing Staff Schedules

- Caseload Size
- Geographical Areas
- Funding intervals, data and reporting (VR, Medicaid & Ticket to Work EN)
- Support needs of Individual
- Employer and staff needs (staff training (DEI), disability accommodation)

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Agency Employment Models

- ▶ Supported Employment Models
- ▶ Customized Employment Models
- ▶ Individual Placement and Supports
- ▶ Transition and Pre-ETs





ACCOMPLISH THE
MISSION

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.

WorkLife Office

<https://worklife.msu.edu/article/the-characteristics-of-a-positive-work-environment/>

EMPLOYMENT SERVICES FUNDING SOURCES

New York State Vocational Rehabilitation

New York State Office for People with
Developmental Disabilities

SSA Ticket to Work Partnerships and
Employment Networks



Scheduling supports – client and rate reimbursement considerations

- Client support needs
- Staff salary and revenue requirement
- Funding source
- Skills and abilities of staff



2023 Core Rehabilitation Services Rates

CSC	Description	Unit Description	Reg. 1	Reg. 2	Reg. 3
100X	Standardized Testing and Specialized Evaluations	Hr,Max10	\$ 154.89	\$ 138.98	\$ 146.40
110X	Diagnostic Voc. Eval (DVE) / Community Based Situational Assessment (CBA)	Day,Max15	\$ 79.57	\$ 79.57	\$ 79.57
112X	Community-Based Workplace Assessment (CBWA)	H,S=10-20	\$ 79.57	\$ 68.96	\$ 74.26
118X	Entry Services II	Flat Rate	\$ 185.66	\$ 185.66	\$ 185.66
120X	Career Exploration Assessment	Hr,Max10	\$ 84.87	\$ 84.87	\$ 84.87
121X	Post-Secondary Counseling for Students	Hr,Max10	\$ 101.85	\$ 101.85	\$ 101.85
122X	Job Exploration Counseling for Students	Hr,Max10	\$ 101.85	\$ 101.85	\$ 101.85
123X	Self-Advocacy for Employment	Hr,Max15	\$ 53.05	\$ 53.05	\$ 53.05
124X	Self-Advocacy for Students	Hr,Max10	\$ 63.65	\$ 63.65	\$ 63.65
125X	Work Readiness 1 - Soft Skills Training	H,S=15,M60	\$ 53.05	\$ 53.05	\$ 53.05
126X	Work Readiness 1 - Soft Skills Training - Deaf Services	H,S=15,M60	\$ 95.48	\$ 95.48	\$ 95.48
127X	Work Readiness 1 - Soft Skills Training - Students	H,S=15,M60	\$ 63.65	\$ 63.65	\$ 63.65
133X	Adaptive Driver Evaluation - Low Tech - Car or Van	Hr,Max10	\$ 220.67	\$ 199.45	\$ 210.06
134X	Adaptive Driver Evaluation - High Tech - Car or Van	Hr,Max10	\$ 411.63	\$ 385.11	\$ 398.90
142X	Vendor Travel for Driver/Vehicle Evaluation or Training	Hr,Max10	\$ 58.35	\$ 51.98	\$ 55.17
165X	Assistive Technology/Rehabilitation Technology Evaluation	Hr,Max20	\$ 91.24	\$ 91.24	\$ 91.24
167X	Assistive Technology/Rehabilitation Technology Training	Hr,Max20	\$ 91.24	\$ 91.24	\$ 91.24
175X	Benefits Advisement	Hr,Max10	\$ 56.23	\$ 49.86	\$ 53.05
510X	Employment Customization	Flat Rate	\$ 1,617.87	\$ 1,432.22	\$ 1,432.22
557X	Work-Based Learning Experience Development for Students	Flat Rate	\$ 763.85	\$ 763.85	\$ 763.85
559X	Work Experience Development	Flat Rate	\$ 636.54	\$ 636.54	\$ 636.54
563X	Coaching Supports for Employment - Deaf Services	Per Hour	\$ 72.14	\$ 58.35	\$ 58.35
571X	Supported Employment Intake	Flat Rate	\$ 185.66	\$ 185.66	\$ 185.66
572X	Supported Employment Pre-Employment Assessment /Job Development	Flat Rate	\$ 2,387.03	\$ 1,856.58	\$ 1,856.58
573X	Supported Employment Job Placement Day 5	Flat Rate	\$ 1,617.87	\$ 1,432.22	\$ 1,432.22
574X	Supported Employment Job Placement Day 45	Flat Rate	\$ 1,617.87	\$ 1,458.74	\$ 1,458.74
575X	Supported Employment Job Retention	Flat Rate	\$ 2,678.77	\$ 2,493.12	\$ 2,493.12
576X	Supported Employment Job Retention - Hours Per Week	Flat Rate	\$ 636.54	\$ 636.54	\$ 636.54
578X	Extended Supported Employment*	Month,S=12	\$ 233.40	\$ 233.40	\$ 233.40
582X	Extended Supported Employment for Youth*	Month,S=12	\$ 233.40	\$ 233.40	\$ 233.40
625X	Work Readiness 2 - Skill Development	Day,Max40	\$ 63.65	\$ 63.65	\$ 63.65
630X	Work Readiness 3 - Skill Development with Work Experience	Day,Max60	\$ 63.65	\$ 63.65	\$ 63.65
790X	Coaching Supports (not Job Placement Related)	Per Hour	\$ 63.65	\$ 63.65	\$ 63.65
792X	Communication Coaching Supports	Per Hour	\$ 84.87	\$ 84.87	\$ 84.87
880X	Adaptive Driver Training - Low Tech - Car or Van	Hr,Max20	\$ 105.03	\$ 93.36	\$ 100.79
881X	Adaptive Driver Training - High Tech - Car or Van	Hr,Max20	\$ 322.51	\$ 304.48	\$ 314.03
921X	Direct Placement Intake	Flat Rate	\$ 185.66	\$ 185.66	\$ 185.66
929X	Job Seeking and Development	Flat Rate	\$ 822.20	\$ 822.20	\$ 822.20
931X	Job Placement	Flat Rate	\$ 1,087.42	\$ 1,087.42	\$ 1,087.42
932X	Job Retention	Flat Rate	\$ 1,087.42	\$ 1,087.42	\$ 1,087.42
933X	Quality Wage Incentive for Provider	Flat Rate	\$ 583.50	\$ 583.50	\$ 583.50
935X	Job Seeking and Development - Deaf Services	Flat Rate	\$ 2,015.71	\$ 2,015.71	\$ 2,015.71
936X	Job Placement - Deaf Services	Flat Rate	\$ 2,015.71	\$ 2,015.71	\$ 2,015.71
937X	Job Retention Services - Deaf Services	Flat Rate	\$ 2,015.71	\$ 2,015.71	\$ 2,015.71
958X	Community Work Experience	Hr,Max320	\$ 22.28	\$ 20.16	\$ 20.16
959X	Coaching Supports for Employment	Per Hour	\$ 64.71	\$ 48.80	\$ 48.80
963X	Work-Based Learning Experience for Students	Hr,Max320	\$ 24.40	\$ 22.28	\$ 22.28
964X	Work-Based Training	Per Hour	\$ 72.14	\$ 58.35	\$ 58.35

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SE RATES - OPWDD

EFFECTIVE APRIL 1, 2022

Supported Employment (Intensive Phase)

(5.4% COLA)

OPWDD REGION	UNIT OF SERVICE	INDIVIDUAL SESSION (SERVING 1)	GROUP SESSION (SERVING 2+)
1	Hourly	\$81.95	\$31.98
2	Hourly	\$86.03	\$29.36
3	Hourly	\$90.63	\$25.71

Supported Employment (Extended Phase)

OPWDD REGION	UNIT OF SERVICE	INDIVIDUAL SESSION (SERVING 1)	GROUP SESSION (SERVING 2+)
1	Hourly	\$81.95	\$31.98
2	Hourly	\$86.03	\$29.36
3	Hourly	\$90.63	\$25.71

SUPPORTED EMPLOYMENT FUNDING BASED ON NUMBER OF JOB SEEKERS

	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	TOTAL
JS1	80	60	40	20	80	60	40	20					
JS2		20	20	20		20	20	20					
JS3			20	20			20	20					
JS4				20				20					
JS5													
JS6													
TOTAL	6556	6556	6556	6556	6556	6556	6556	6556	6556	6556	6556	6556	78,672

Assumptions: Starting with job seekers placed for 20 hours per week and fading of supports each month to 20 hours per month with 4 job seekers

TOTAL \$78,672 (from Sept-Aug) – for 20 hours of support provided per week for 4 weeks

- 30 hours of coaching per week for 4 weeks would yield \$9,834 per month and \$118,000 per year

DD SE RATES

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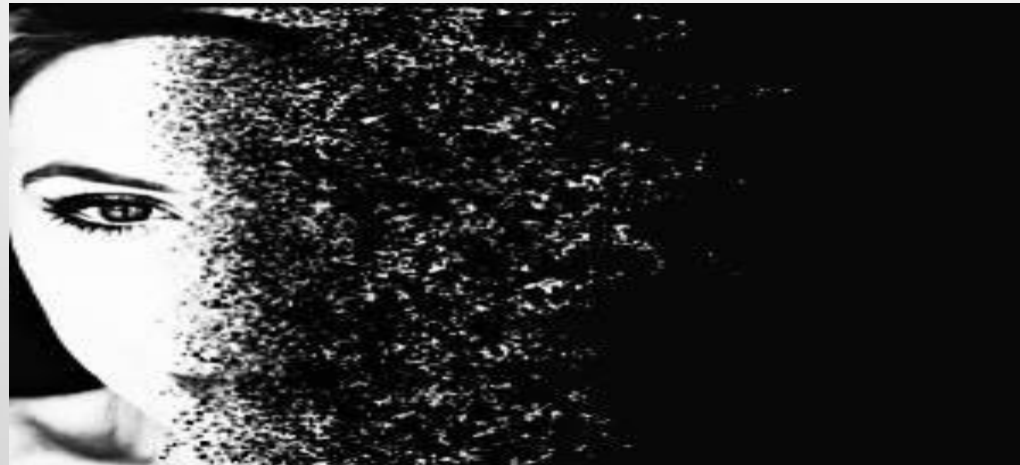
Fading Supports

- Fading is a term used to describe a process used **after a supported employee has learned one or a set of tasks.**
- The job coach starts to reduce the supported employee's dependency on external supports needed initially by the supported employee to learn a task.



Fading Supports

- the fading process is really a learning strategy
- It is not an “end point” of training model
- the job coach is now ensuring they are not the only support
- fading efforts begin and natural supports flourish



Examples of Natural Supports

- Worker gets to work by car pooling with co-workers
- Coworker orients and trains worker
- Coworker cues break and lunch times
- Supervisor sets up work area
- Coworker assists with paperwork
- Cashier aids with making change
- Security guard assists with using the time clock
- Supervisor and co-worker reinforce productivity and quality
- Workers perform some work tasks together
- Co-worker offers advice about relationship problems



Coworkers as Trainers

- If possible, observe the co-worker's training style with other employees
- Give the worker some basic training skills and suggestions
- Provide opportunities for feedback and support to the co-worker
- Show co-workers how to measure progress
- Be available to back-up or supplement coworker training
- Reinforce the use of good training techniques

Developing natural supports & social connections activities:

- Develop relationships with the employer and clarify the job coach's role
- Model interactions with the worker for supervisor and co-workers
- Highlight worker's strengths and interests
- Reinforce positive interactions between the worker and co-workers
- Seek out common interests and experiences between the worker with disabilities and coworkers
- Give advice to supervisor and co-workers regarding the worker
- Teach/support conversational skills

Credit: Institute on Community Inclusion



Roles of an Employment Specialist

- Job Site Trainer
- Job Developer
- Intake Specialist
- Employment Assessment
- Follow-Along Specialist



Weekly Schedule Development - based on caseload and support needs

Monday	Tuesday	Wednesday	Thursday	Friday	Monday	Tuesday
21	22	23	24	25	21	22
Curry, Michael P. - P	PAY	meeting with TS's	Curry, Michael P. - Pre-ET	al leave	Curry, Michael P. - P	PAY
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F c	Ch Cu	Webinar development	Jefrey A Curry	LR	Leah Ci	Susa Ci
F c	Call Och sner	Chance Curry	PAY	Pre-Curry, Mich	PAY	Check visit Micr Killar
F c	Pres Ci	Christop Curry	Pres Ci	Curry, Mich	Char Ci	Ronj C
F c	Quei Ci	Prepare for TN DD & SHIFT	NY Alli anc	Curry, Mich	Christop Curry	Jefrey A Curry
F c	Cancel Curry	Observati	Ronj Ci	FW: Emj Zoom jill.ibb	Christop Curry	Christop Curry
F c	Caleb Le Curry		Cale Ci	Christop Curry	Jefrey A Curry	Calel Curry
Sue Killa W	Chance Curry		Char Ci	Christop Curry	Christop Curry	Christop Curry
Lead https Kowi	FW: Micr Brug		Garyana Nope	Christop Curry	Foll ow-up	Chri C
Webi development	Gary N		Emily R Curry	Sue/Tiff/Tiffany Meeting Tiffany Beck	Prin Ci	Emi Curry
	Emil Ci					

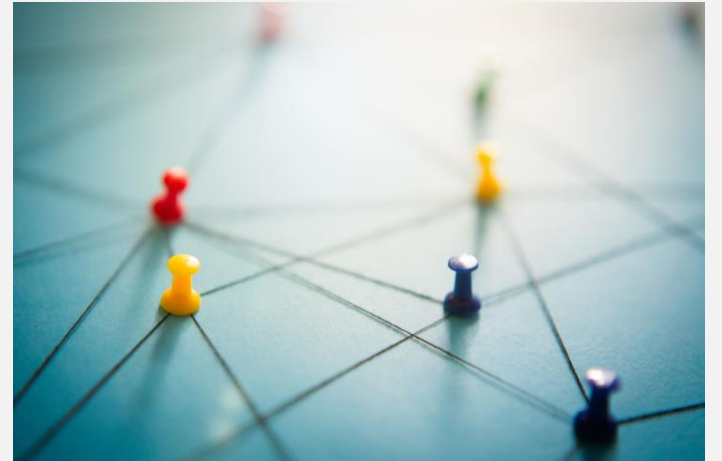
Development of Schedules

- Ensure that caseload and client needs are all included
- Develop weekly schedules with staff
- Consider funding milestones and timelines
- Be sure of staff availability
- Use scheduling software if possible but recognize limitations

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
8:00 AM	Breakfast/ Get ready	Breakfast/ Get ready	Breakfast/ Get ready	Breakfast/ Get ready	Breakfast/ Get ready	Breakfast/ Get ready	Breakfast/ Get ready
9:00 AM	Travel to School	History Prep	Ameri. Lit. HW	Can. Lit. Hw	Can. Lit. Hw	Open Study	Open Study
10:00 AM	Can. Lit. Prep	Ameri. Lit Prep	Travel to School	Hist. HW	Can. Lit. Hw	Open Study	Open Study
11:00 AM	Poli. Sci	Phil. Prep	Poli. Sci.	Break + Lunch	Hist. HW	Open Study	Open Study
12:00 PM	Poli. Sci	Travel to School	Poli. Sci.	Ameri. Lit. Hw	Break + Lunch	Travel to Work	Travel to Work
1:00 PM	Can. Lit.	History	Phil.	Phil. HW	Hist. HW	Work	Work
2:00 PM	Can. Lit.	History	Phil.	Break + Snack	Phil. HW	work	Work
3:00 PM	Can. Lit.	History	Phil.	Can. Lit. Prep	Phil. HW	Work	Work
4:00 PM	Travel /Lunch	Ameri. Lit.	Travel /Lunch	Poli. Sci.	Poli. Sci.	Work	Work
5:00 PM	Free Time	Ameri. Lit.	Free Time	Hist. HW	Poli. Sci.	Work	Work
6:00 PM	History Prep	Ameri. Lit.	Poli. Sci HW	Break + Dinner	Ameri. Lit. HW	Work	Work
7:00 PM	Poli. Sci Prep	Travel Home +Dinner	Phil. HW	Ameri. Lit. HW	Ameri. Lit. HW	Travel Home	Travel Home
8:00 PM	Free Time	Free Time	Free Time	Phil. HW	Free Time	Free Time	Free Time
9:00 PM	Free Time	Phil. Prep	Free Time	Free Time	Free Time	Free Time	Free Time
10:00 PM	to Sleep	Sleep	Sleep	Sleep	Sleep	Sleep	Sleep
Key	Self-Care	Commuting	In Class	Free Time	HW/ Study	Work	

ADDITIONAL TRAINING AND CERTIFICATION RESOURCES

- **National Association of Persons Supporting Employment First – APSE**
 - Universal Employment Competencies
 - <https://apse.org/wp-content/uploads/2019/03/Apse-universal-Comps-FINAL3-15-19.pdf>
- **Association of Community Rehabilitation Educators – ACRE**
 - Customized Employment Competencies and Curriculum Reviews
 - https://www.acreducators.org/uploads/1/3/9/5/139535886/cemphasis_2022.pdf
- **Association of Community Rehabilitation Educators – ACRE**
 - Curriculum Review for Employment Services Competencies
 - https://www.acreducators.org/uploads/1/3/9/5/139535886/curriculum_review_form2022.pdf
- **Certified Employment Support Professional (CESP) Certification**
 - <https://apse.org/cesp-central/>





Closing Comments and Questions

NY Alliance - Webinar 3