Launching Jobs-Plus

Jobs-Plus Grantee Training Conference
March 22-24, 2016
Washington, DC

presented by

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Implementation Phases for Jobs-Plus

- **Planning** (0-6 mos.)
- **Launch** (6-12 mos.)
- **Operational** (on-going)

Year 1
Year 2
Year 3
Year 4
Planning Phase (months 0-6)

- Staffing & Staff Development
- Partnership Development & Governance Structure
- Participant Services
- Facilities & Logistics
- Marketing and Engagement
- Program Management & Reporting
- Technical Assistance
**Make or Break: Picking the Right Leader**

- Is this person a HA employee or an outsider?
  - Regardless . . . Have a say in who gets hired!

- Experience:
  - Workforce development or community-building background preferred
  - Strong manager with strong communications skills (writing and speaking)
  - Demonstrated ability to build and lead a team
  - Has worked with employers in previous capacity
  - Data-driven
  - Understands and/or experienced with local nonprofit sector
More on Picking the Right Leader

- Personal Attributes & Skills
  - Is a “presence” – can sell ideas and persuade the skeptics
  - Entrepreneurial (Can make things happen – figures things out!)
  - Comfortable working with ambiguity during start-up phase
  - Results-oriented in pursuit of the vision
  - “Boundary Manager”
  - Multi-faceted skill set: “has a large toolbox”

- Caution: If you think you made the wrong choice, you probably did!
**Staff Selection**

- **Experience as a staff**
  - Workforce development
  - Know and have relationships with other providers
  - Human service background
  - Experience with economic mobility and what it takes to accomplish this in 2016
  - Able to train others: speakers, workshops, one-on-one

- **Personal Attributes & Skills**
  - Cross-trained in all functions
  - Knows how to interact with employers that results in jobs for residents
  - Empathetic to the experience and challenges of residents
  - Creative, follows “problems” all the way thru to resolution
Selecting Your Community Coaches

- One Coach or several coaches?
- Vet them well in order to know who you are hiring:
  - screen out the ill-educated, those with drug problems, and those who otherwise aren’t good role models or appropriate “faces” of the community.
- Bring them into the team – don’t let them become “representatives of the residents”.
  - Have them help develop messages and strategy
  - Resident-led CSW has been problematic
Staff Development: Training Areas

- Jobs-Plus: the model, the evidence, how HUD approach is different; expectations of them
  - Strategy development

- Workforce development practice
  - Overview of workforce models: i.e., career pathways
  - Front-line practice: ”what works, and what doesn’t”
  - Building effective bridge programs
  - Case management philosophy & practice
  - Working with WIBs and understanding WIOA
Staff Development (cont’d.)

- Motivational Interviewing
- Assessment
- MIS: client tracking, H.A. MIS, others?
- Jobs-Plus workflow and client protocols
- Develop scripts for specific scenarios
  - Community coaches
  - Difficult clients
  - Unemployed, employed, looking for better job
- Purchase “No One is Unemployable” for staff
  - Debra Angel & Elizabeth Harney, Worknet Publishing
Training the Community Coaches

Training areas:
- Make sure they understand Jobs-Plus
- Administering surveys
- Orient them to community resources
- Provide them with scripts for specific scenarios (role play)
- Role of the Property Manager and other HA staff (i.e., maintenance)
- Encourage personal initiative (San Antonio’s Phenomenal Women)
Partnerships and Governance are not Synonymous with “Show and Tell”

- The Partners Table is the accountability mechanism for Jobs-Plus
- Re-visit your JP proposal
  - Do the partners still make sense given where you are now?
- Schedule one-on-ones with each partner
  - Negotiate the MOU with clearly articulated roles and responsibilities
  - Agree upon organization-level service commitments
  - Agree upon partnership-level commitments
Participant Services

- “The more you refer, the more likely you are to lose them”
  - What is on-site v. what members will need to travel to?

- Critical functions to be addressed by JP staff
  - Assessment tools and approaches
  - Basic skill remediation (bridge program)
  - Job readiness (CBT and executive function skills)
  - Job development (connecting members to jobs)
  - Retention supports
    - Financial management, JPEID, EITC, Others

- Incorporate incentives at critical program points
- How will you connect JP to public systems?
Facilities and Logistics

- On-site location is crucial
  - Program visibility, resident access, service delivery

- Services to be accommodated on site
  - Staff privacy and meetings
  - Orientation
  - Training room
  - Computer lab (at least 6 stations)
  - Partner co-location

- What’s your process for engaging new moves coming into the development?
Marketing and Engagement

- What is your outreach strategy?
  - Grounded in community scan, resident demographics, partner relationships, JP staff capacity
  - How will you engage the Property Managers

- What are your messages?
  - Multiple messages for multiple constituencies

- Community Coaches as your “Eyes and Ears”
  - What do residents value and want?
  - How does this play out across sub-groups, geography as you work toward saturation?

- Special events to formally announce launch
Program Management & Reporting

- Quality reporting to HUD is the bare minimum

- Creating a data-driven organization
  - Establish metrics and targets – monitor them on-going
    ✓ Individual and program
  - Train staff on data system, data entry
  - Regular review of data trends with staff

- Create a culture of continuous quality improvement
  - How much? How well? Who is better off?
  - How do we know?
Do You know Your Technical Assistance needs?

- TA is targeted to build capacity in the organization
  - Training, subject matter content experts, co-design, etc.
  - Build on existing strengths!
- Good Technical Assistance involves coaching
- Working with a consultant during early planning stages can save you headaches down the road
  - Program design, strategy development, new ideas, etc.
- Consider a program audit: bringing someone in to review where you are?
Working with a TA Provider is a partnership

- Good TA has the following characteristics:
  - Collaborative
  - Systematic
  - Targeted
  - Customized
  - Asset-based
  - Accountable
  - Results-driven

- Do you know your technical assistance needs?
Launch Phase (months 6-12)

- Start the work with a “Soft Launch” approach
  - Consider serving specific number of people early, then pause (briefly) to see how everything is going, then adjust
  - *Seed the space with "leaks" by targeting people who are naturally eager to learn about your offering. Create an aura of intrigue that builds interest.*
  - Web presence up and running
  - Defined Facebook / Social media strategy
  - Can you identify any “low hanging fruit”? 
Launch Phase (months 6-12) (cont’d.)

- Manage expectations and do not overwhelm staff
- Continue training staff regularly
  - Trust the process: reinforce processes, get staff feedback
- Get partners involved and bring them along
- Build Momentum
- Focus on building solid core services
  - Don’t stumble out the gate
  - “Bad news travels faster than good news”
- Special events to formally announce launch
Going Operational . . . (off to the races!)

- Now that you’ve put it all together . . . Throw a party to get started!
- Continue monitoring all aspects of the program: program metrics, community feedback, partner feedback, and “manage by walking around”.
Discussion