

Launching Jobs-Plus

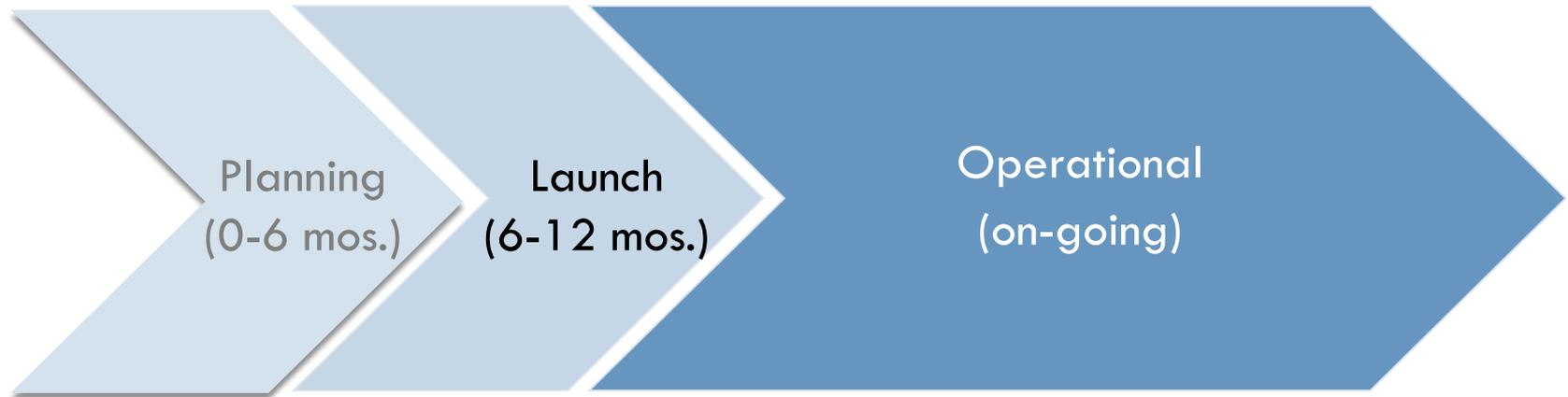
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Implementation Phases for Jobs-Plus



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

