THE
DIRECT CARE WORKFORCE
IN WISCONSIN
KEY TRENDS AND PROMISING PRACTICES

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AGENDA

WHO ARE
DIRECT CARE WORKERS
IN WISCONSIN?

WHAT ARE
THE CHALLENGES
THAT THEY FACE?

EVIDENCE-BASED BEST PRACTICES
TO STRENGTHEN THE WORKFORCE

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9 IN 10 DIRECT CARE WORKERS **ARE WOMEN**

PHI. "Workforce Data Center." Last modified August 30, 2019. https://phinational.org/policy-research/workforce-data-center/.
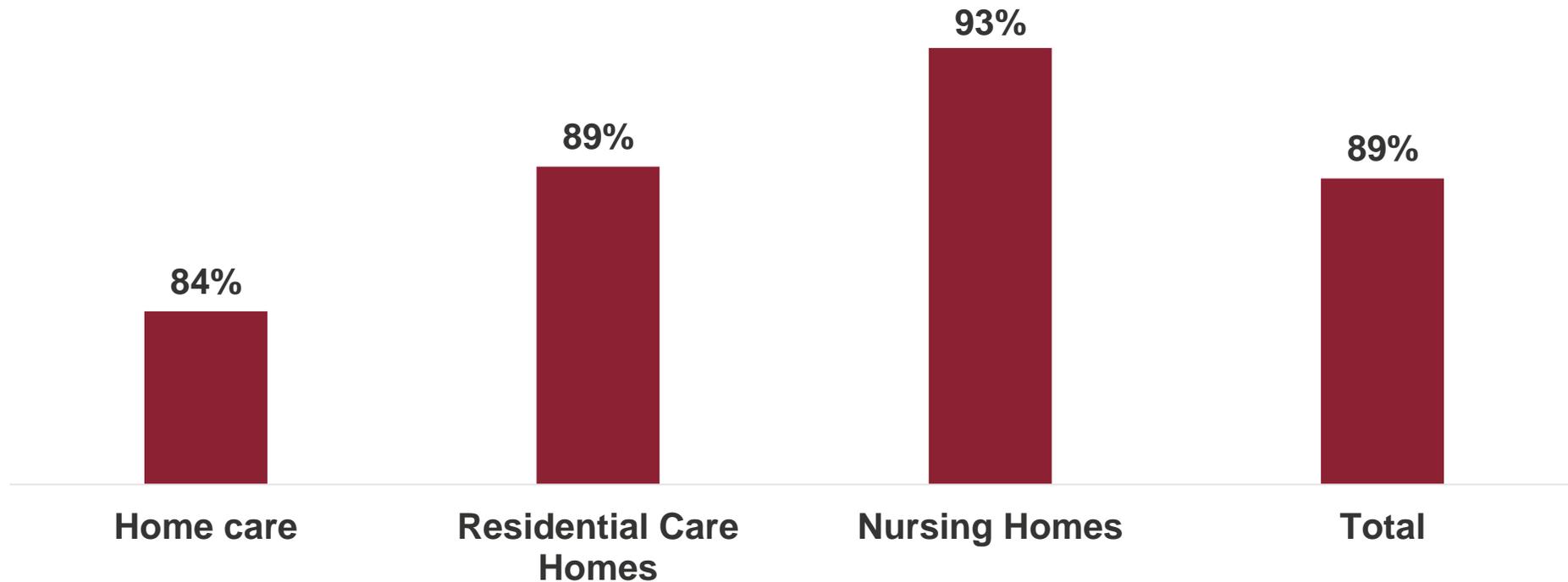
DIRECT CARE WORKERS HAVE A MEDIAN AGE OF 34 YEARS OLD
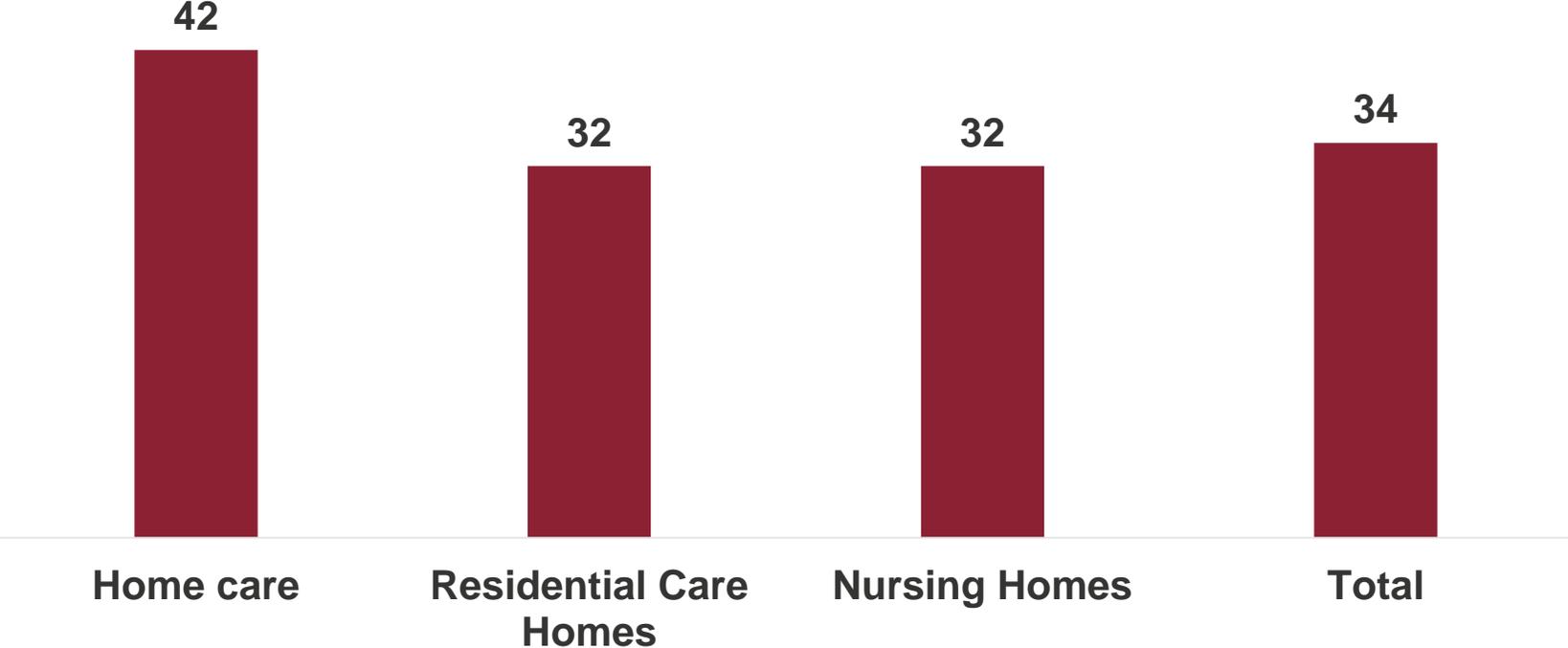
	Home care	Residential Care Homes	Nursing Homes	Total
	42	32	32	34

PHI. "Workforce Data Center." Last modified August 30, 2019. https://phinational.org/policy-research/workforce-data-center/.
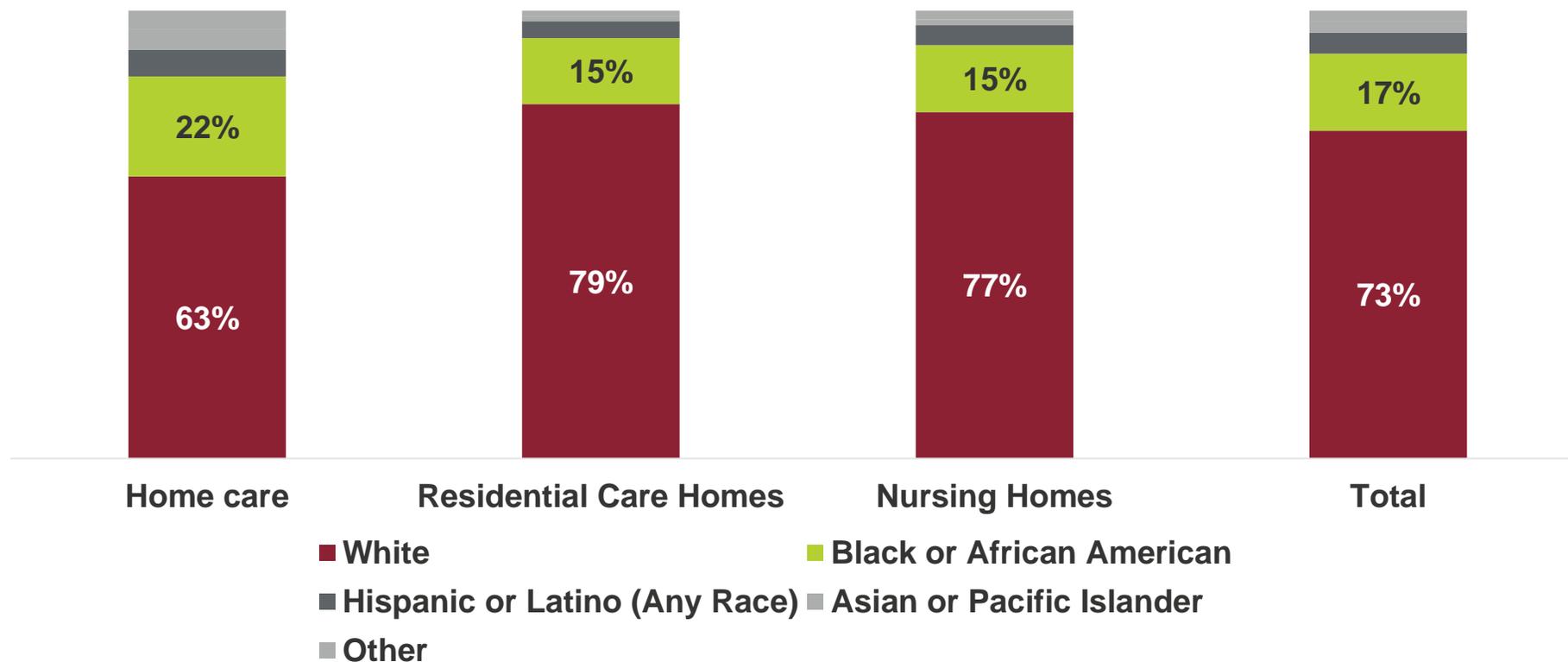
2 IN 4 DIRECT CARE WORKERS HAS A
HIGH SCHOOL EDUCATION OR LESS

	Home care	Residential Care Homes	Nursing Homes	Total
Associate's Degree or Higher	20%	14%	15%	18%
Some College, No Degree	34%	44%	42%	40%
High School Graduate	37%	34%	36%	34%
Less than High School	10%	8%	8%	7%

- Less than High School
- High School Graduate
- Some College, No Degree
- Associate's Degree or Higher
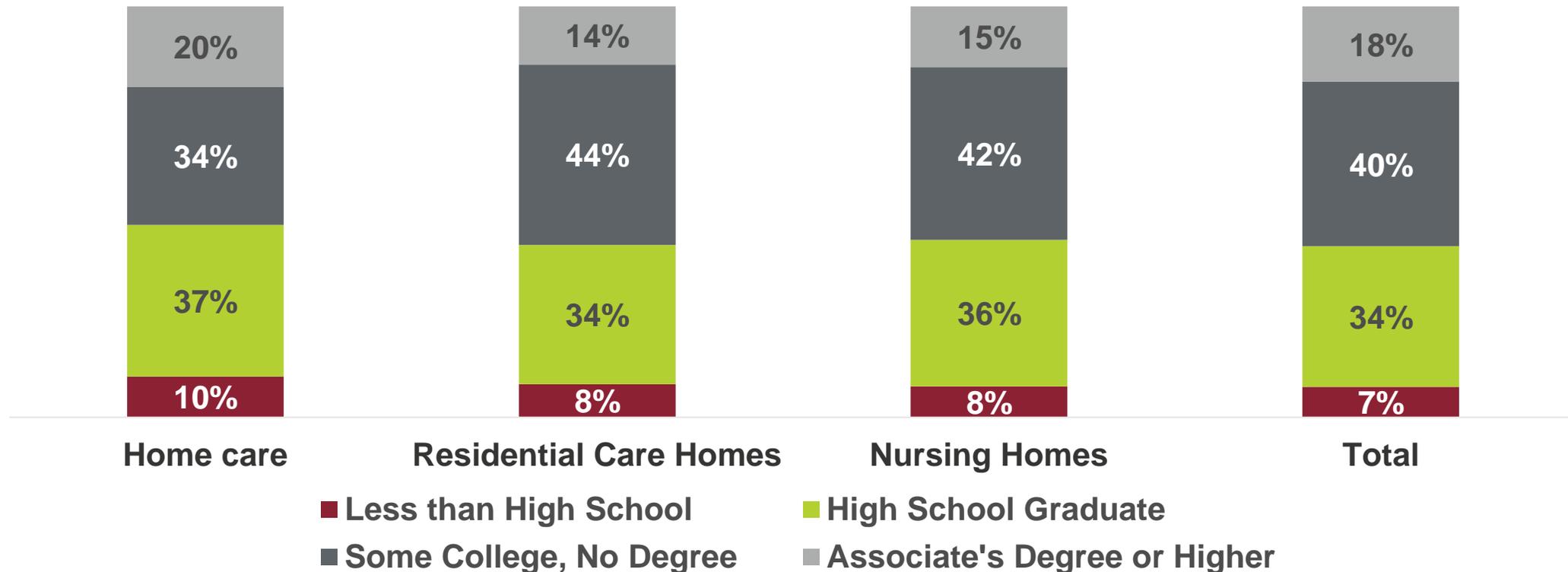
HOW DO
**DEMOGRAPHICS
AND LIFE EXPERIENCE**
RELATE TO RECRUITMENT
AND RETENTION?

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DIRECT CARE WORKER ROLES
DIFFER ACROSS JOB TITLES

PERSONAL CARE AIDES

Daily support + help with housekeeping, errands, appointments, & social engagements

Employment: 63,270

HOME HEALTH AIDES

Daily support + clinical tasks like blood pressure readings, range-of-motion exercises

Employment: 5,600

NURSING ASSISTANTS

Daily support + clinical tasks like blood pressure readings, range-of-motion exercises

Employment: 32,310

INDEPENDENT PROVIDERS

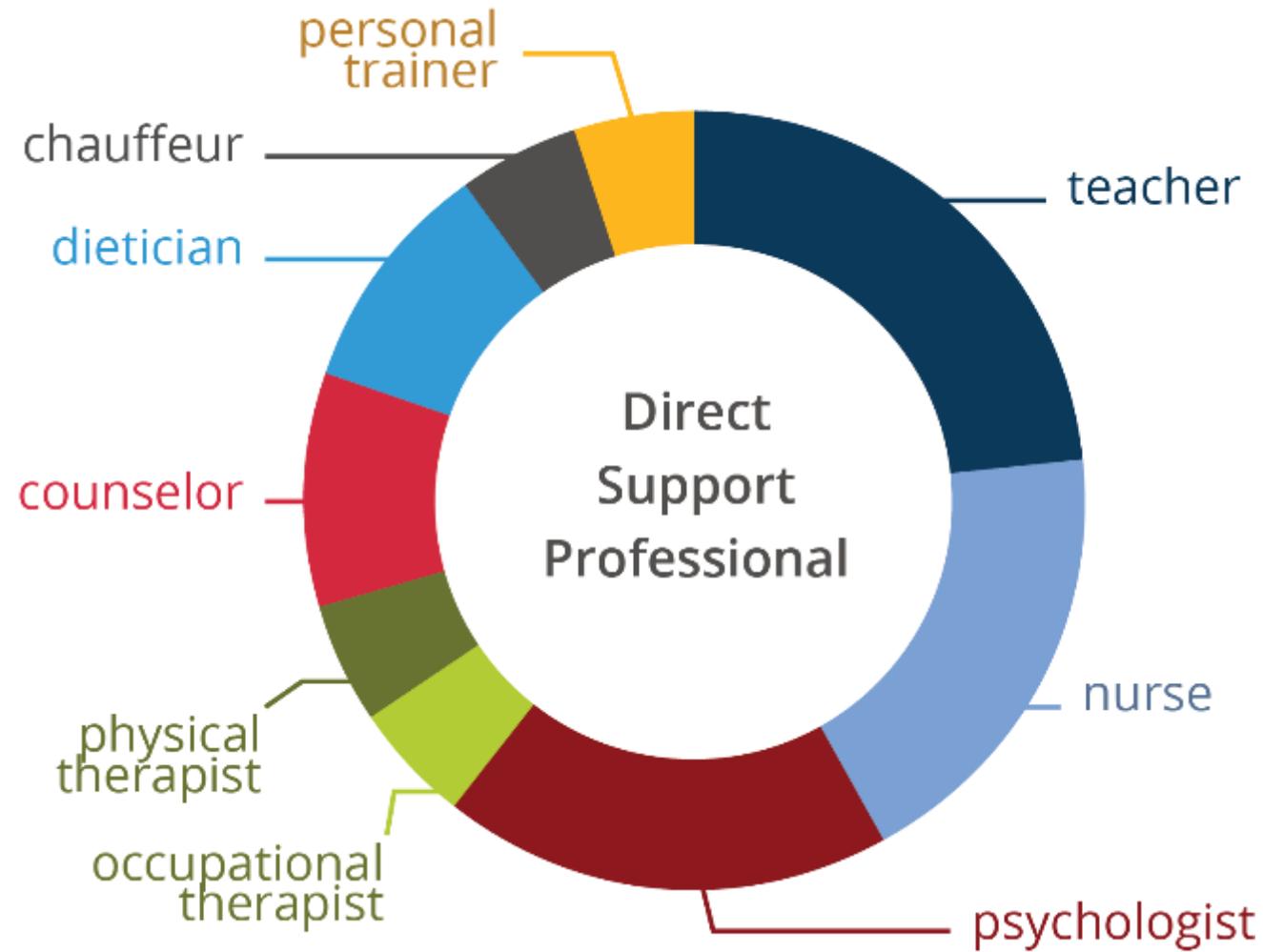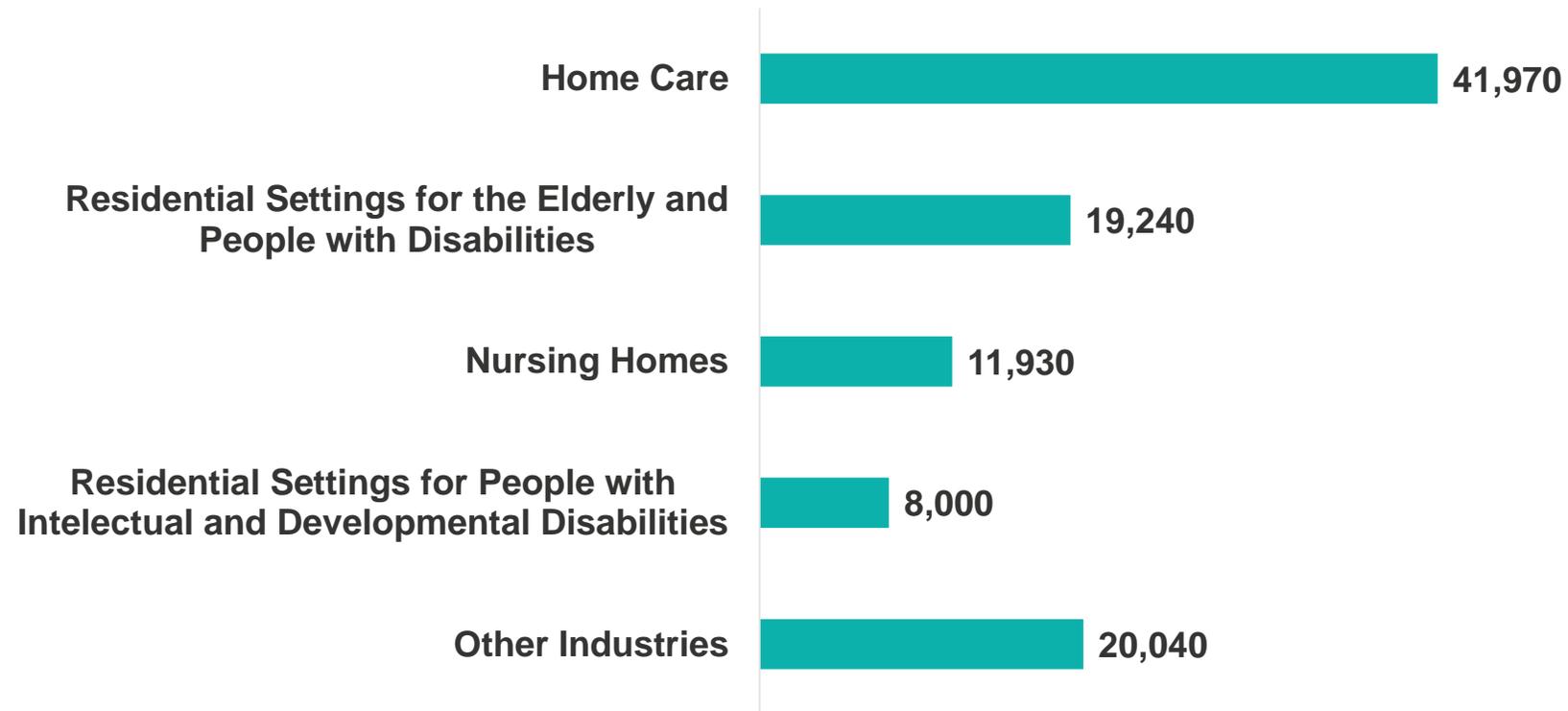Employed directly by consumers through publicly-funded programs

Employment: N/A

DIRECT SUPPORT PROFESSIONALS

Daily support for people with intellectual and developmental disabilities
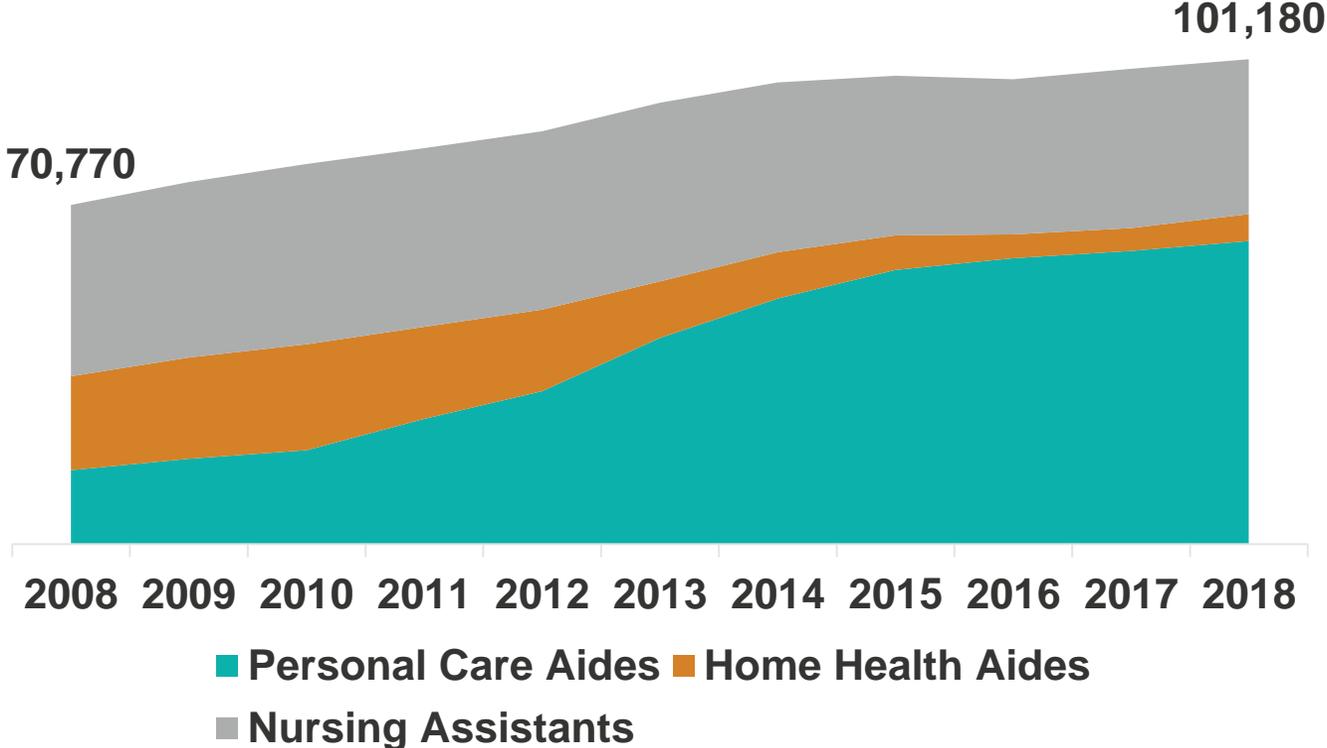
Employment: N/A

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personal trainer

chauffeur

dietician

counselor

physical therapist

occupational therapist

Direct Support Professional

teacher

nurse

psychologist

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THEY WORK IN SETTINGS ACROSS THE LONG-TERM CARE CONTINUUM

Setting	Value
Home Care	41,970
Residential Settings for the Elderly and People with Disabilities	19,240
Nursing Homes	11,930
Residential Settings for People with Intelectual and Developmental Disabilities	8,000
Other Industries	20,040

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DEMAND HAS INCREASED
IN THE PAST DECADE

101,180

70,770

Legend:
- Personal Care Aides
- Home Health Aides
- Nursing Assistants

X-axis: 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018

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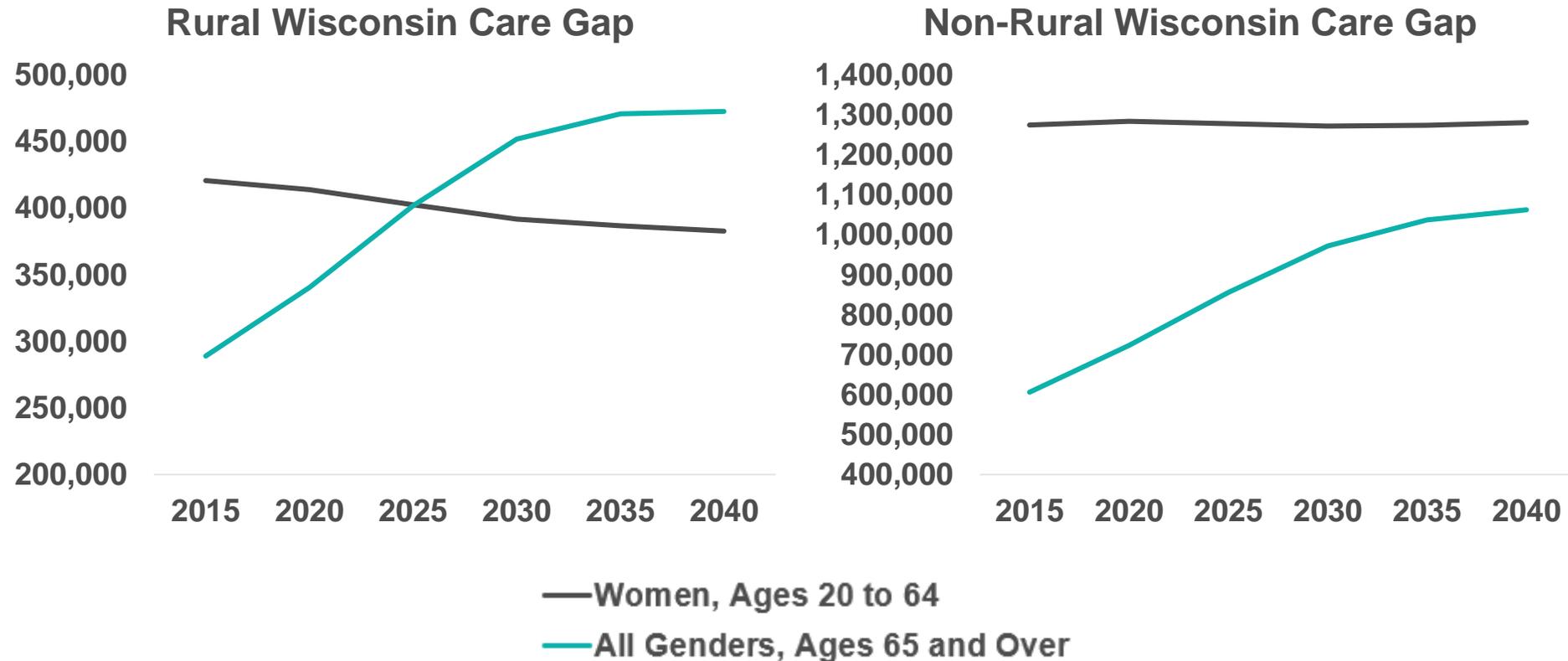# THREE MAJOR FACTORS DROVE UP DEMAND

GROWING POPULATION OF OLDER ADULTS

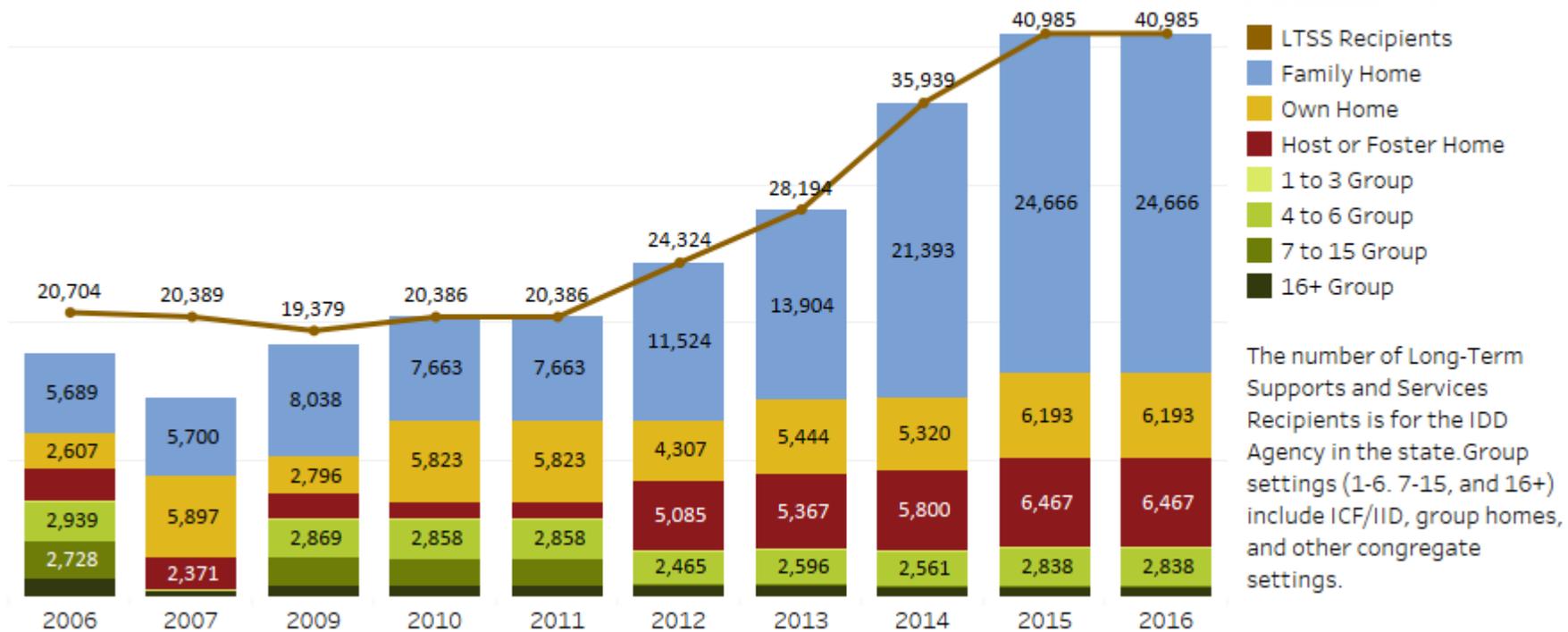**CONSUMER PREFERENCES FOR CARE**

POLICY AND PROGRAMMATIC CHANGES

THE CARE GAP WILL BE WIDER IN RURAL AREAS THAN IN URBAN AREAS.

Rural Wisconsin Care Gap

Non-Rural Wisconsin Care Gap

—Women, Ages 20 to 64
—All Genders, Ages 65 and Over

Campbell, Stephen. 2017. *State of Care: Wisconsin's Home Care Landscape.* Bronx, NY: PHI.
https://phinational.org/resource/state-of-care-wisconsins-home-care-landscape/

THE NUMBER OF PEOPLE WITH IDD IN LTSS PROGRAMS HAS GROWN.

Wisconsin
Living Arrangements of LTSS Recipients by Fiscal Year over Time

RISP

- LTSS Recipients
- Family Home
- Own Home
- Host or Foster Home
- 1 to 3 Group
- 4 to 6 Group
- 7 to 15 Group
- 16+ Group

The number of Long-Term Supports and Services Recipients is for the IDD Agency in the state. Group settings (1-6. 7-15, and 16+) include ICF/IID, group homes, and other congregate settings.

RISP. "Chart Gallery." Accessed September 24, 2019. https://phinational.org/policy-research/workforce-data-center/.

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WHAT OTHER FACTORS AFFECT DEMAND FOR FOR DIRECT CARE WORKERS?

WHAT ARE THE
CRITICAL CHALLENGES
FOR THIS WORKFORCE?

AN ADVOCATE'S PERSPECTIVE ON RECRUITMENT AND RETENTION
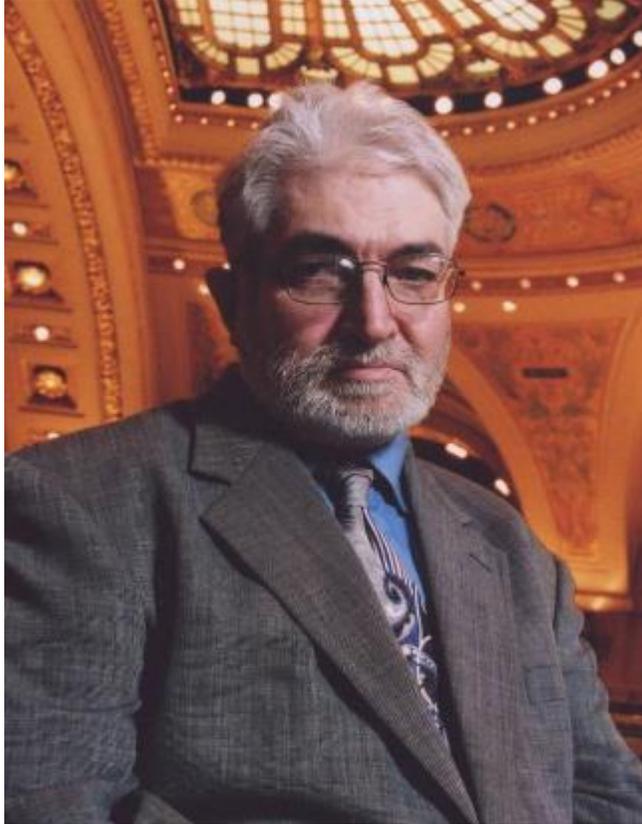
CLIFF POETZ
ADVOCACY LEADER

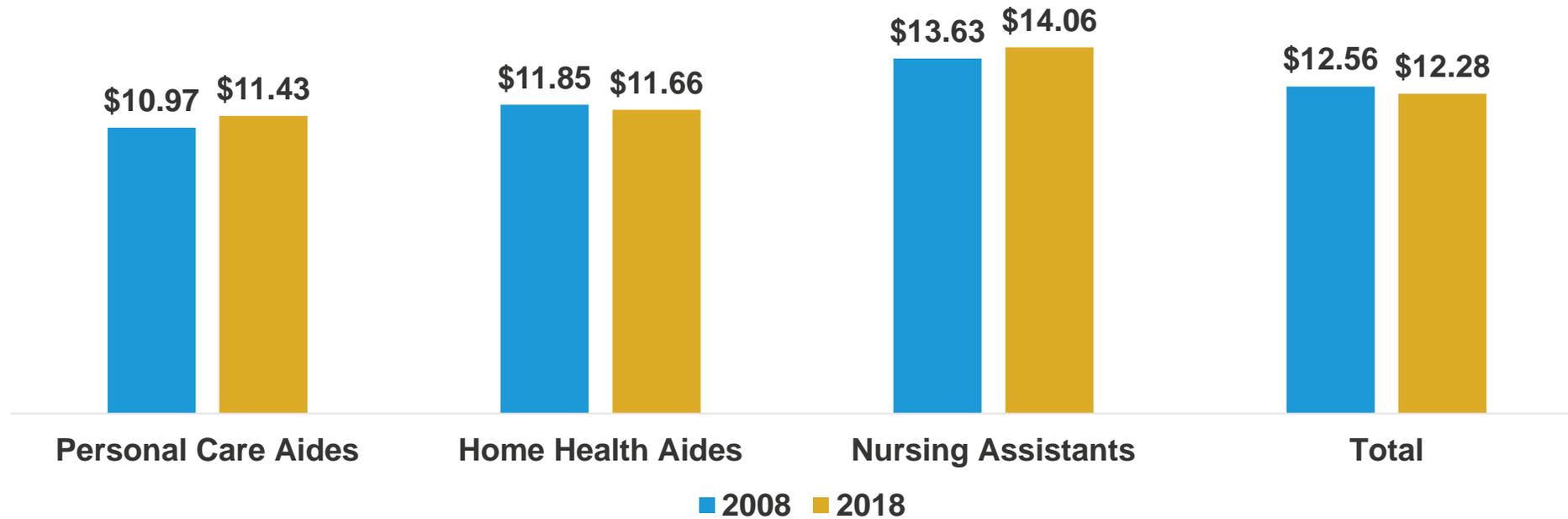We want staff who **show up on time** and help us **get the stuff done** we need to get done

We want people who are **paid enough to stay** so they like what they are doing

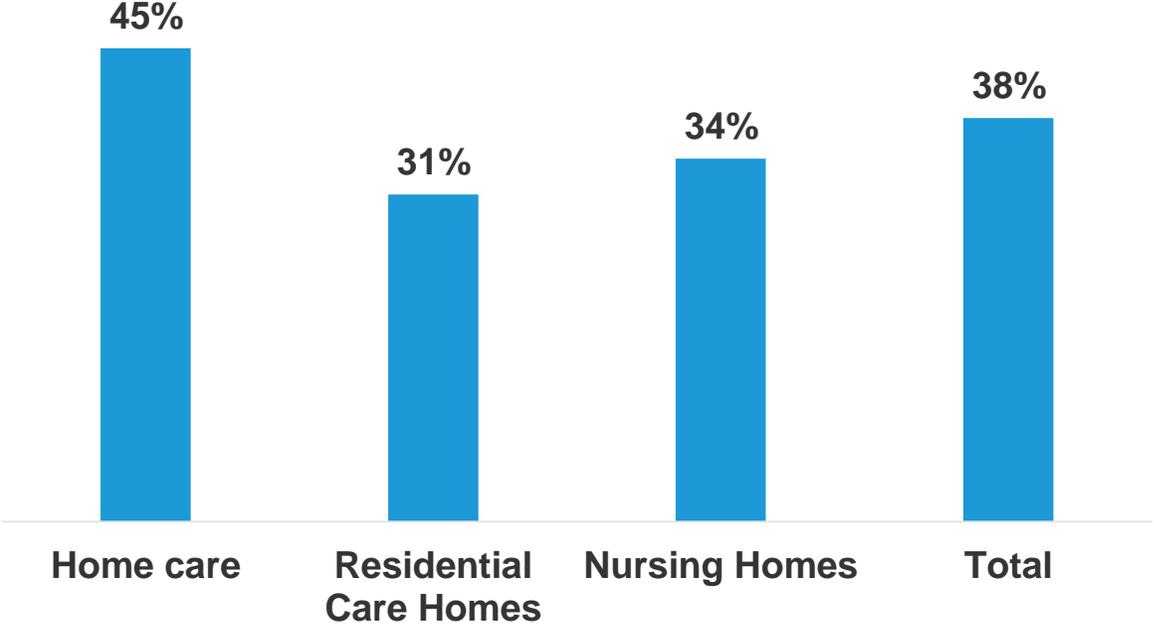We want people who **respect us and are respected** for what they do and the pay they earn

Source: IMPACT 2008

WAGES HAVE STAGNATED
IN THE PAST TEN YEARS

Personal Care Aides: $10.97 (2008), $11.43 (2018)
Home Health Aides: $11.85 (2008), $11.66 (2018)
Nursing Assistants: $13.63 (2008), $14.06 (2018)
Total: $12.56 (2008), $12.28 (2018)

■ 2008 ■ 2018

PHI. "Workforce Data Center." Last modified August 30, 2019. https://phinational.org/policy-research/workforce-data-center/.

LOW WAGES AND PART-TIME HOURS RESULT IN ECONOMIC HARDSHIP.

2 IN 5 WORKS PART TIME

45% Home care
31% Residential Care Homes
34% Nursing Homes
38% Total

PHI. "Workforce Data Center." Last modified August 30, 2019. https://phinational.org/policy-research/workforce-data-center/.

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LOW WAGES AND PART-TIME HOURS RESULT IN ECONOMIC HARDSHIP.

MEDIAN **PERSONAL EARNINGS** ARE LOW
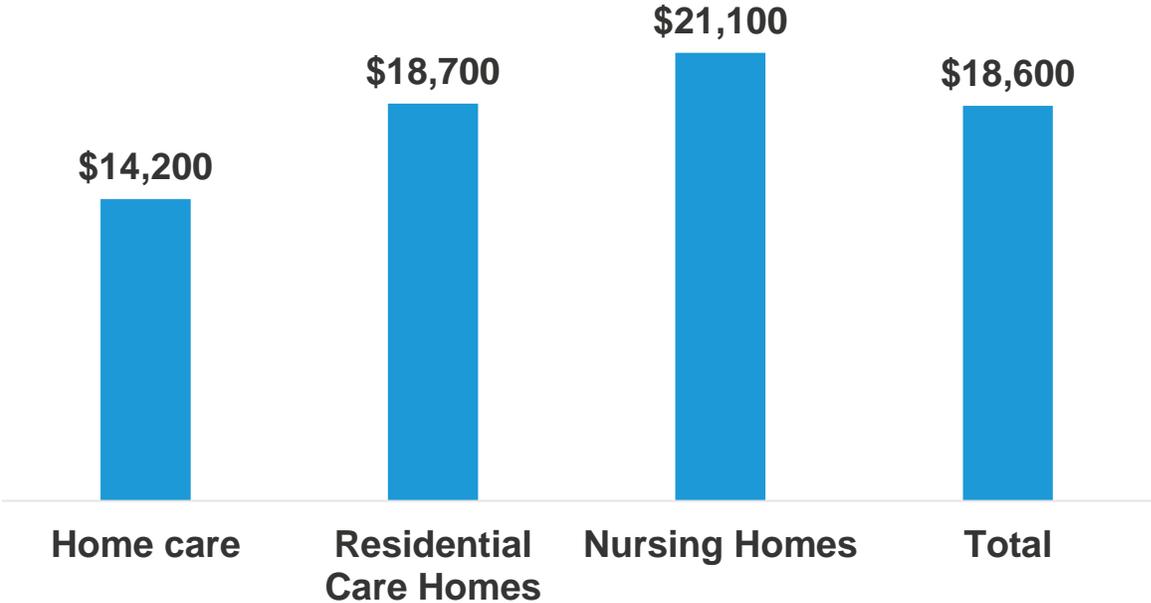
Home care: $14,200
Residential Care Homes: $18,700
Nursing Homes: $21,100
Total: $18,600

PHI. "Workforce Data Center." Last modified August 30, 2019. https://phinational.org/policy-research/workforce-data-center/.

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LOW WAGES AND PART-TIME HOURS
RESULT IN ECONOMIC HARDSHIP.

2 IN 5
RELY ON PUBLIC ASSISTANCE

Home care: 50%, 32%, 30%, 3%
Residential Care Homes: 33%, 20%, 21%, 3%
Nursing Homes: 32%, 23%, 22%, 3%
Total: 37%, 24%, 23%, 3%

■ Any Public Assistance   ■ Food and Nutrition Assistance   ■ Medicaid   ■ Cash Assistance

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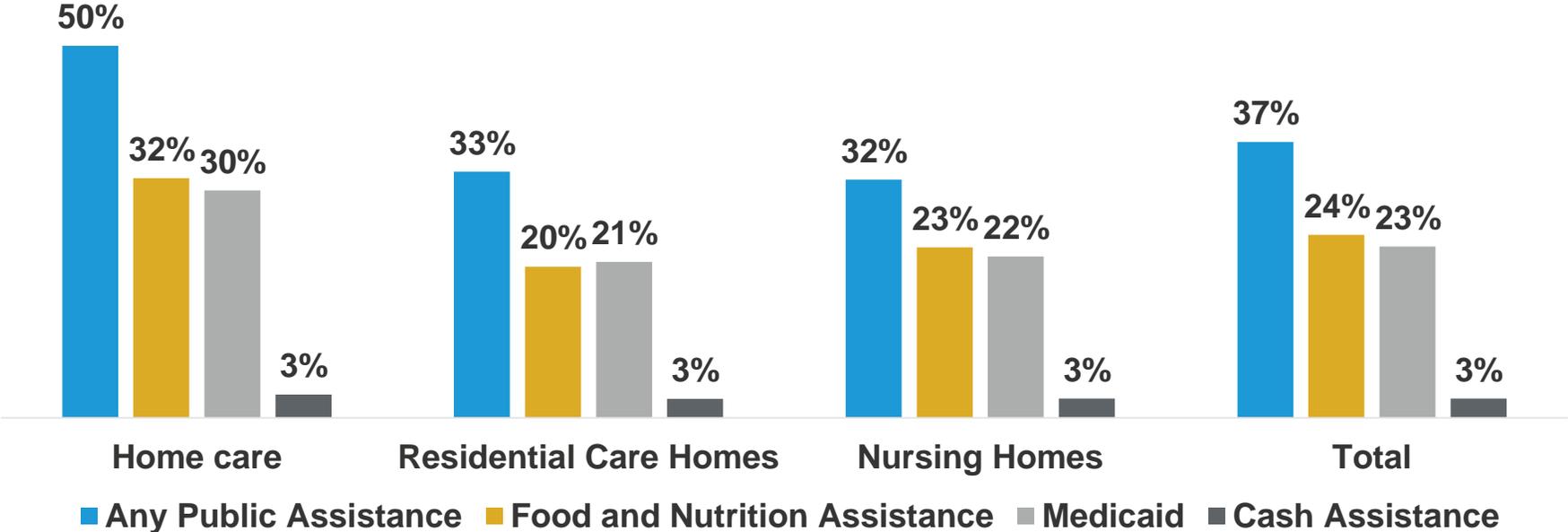
HOME CARE PROVIDERS STRUGGLE
TO ATTRACT WORKERS
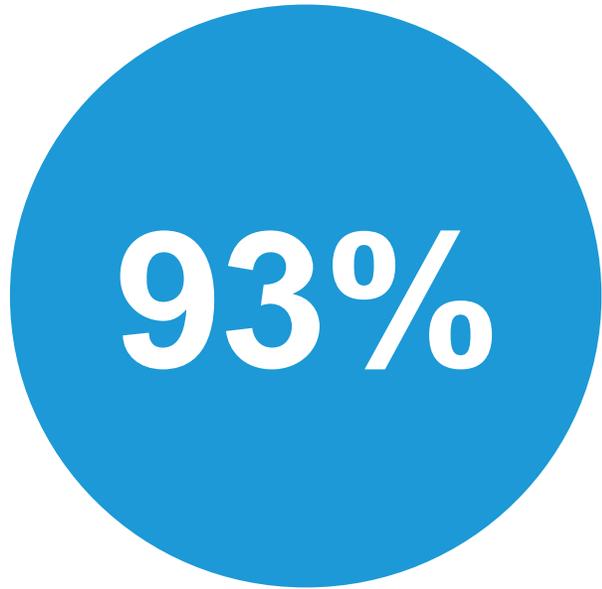
93% PERSONAL CARE PROVIDERS IN WISCONSIN WHO REPORT DIFFICULTIES FILLING OPEN POSITIONS IN 2016

Campbell, Stephen. 2017. *State of Care: Wisconsin's Home Care Landscape.* Bronx, NY: PHI.
https://phinational.org/resource/state-of-care-wisconsins-home-care-landscape/

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HOME CARE PROVIDERS STRUGGLE
TO RETAIN WORKERS

82%
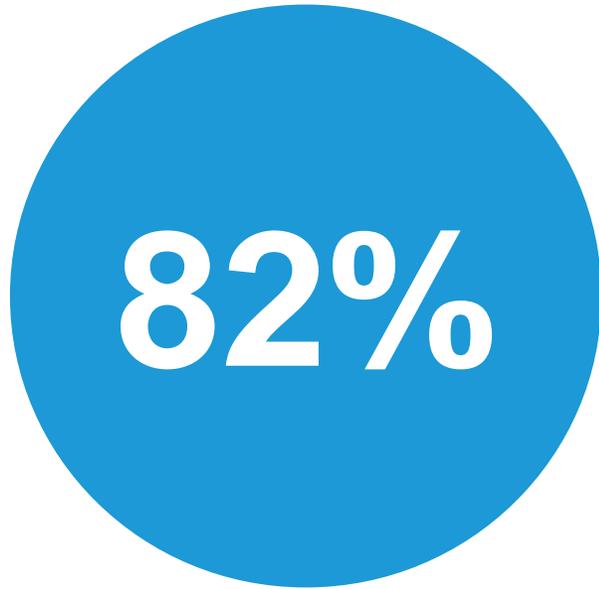
TURNOVER RATE
AMONG PRIVATE-DUTY
HOME CARE AGENCIES
NATIONWIDE IN 2018

Holly, Robert. 2019. "Home Care Industry Turnover Reaches All-Time High of 82%." *Home Health Care News*, May 8, 2019.
https://homehealthcarenews.com/2019/05/home-care-industry-turnover-reaches-all-time-high-of-82/.

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RESIDENTIAL CARE HOMES STRUGGLE
TO FILL OPEN SHIFTS

1 IN 5

VACANT CAREGIVER POSITIONS IN RESIDENTIAL CARE HOMES IN WISCONSIN IN 2018

Wisconsin Health Care Association (WiHCA), Wisconsin Assisted Living Association (WALA), Disability Service Provider Network (DSPN), and LeadingAge Wisconsin. 2018. The Long-Term Care Workforce Crisis. Madison, WI: WiHCA, WALA, DSPN, and LeadingAge Wisconsin. https://www.whcawical.org/ill_pubs_articles/copy-2018-long-term-care-workforce-report-to-be-released-monday-advance-notice-for-members/

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NURSING HOMES STRUGGLE
TO FILL OPEN SHIFTS
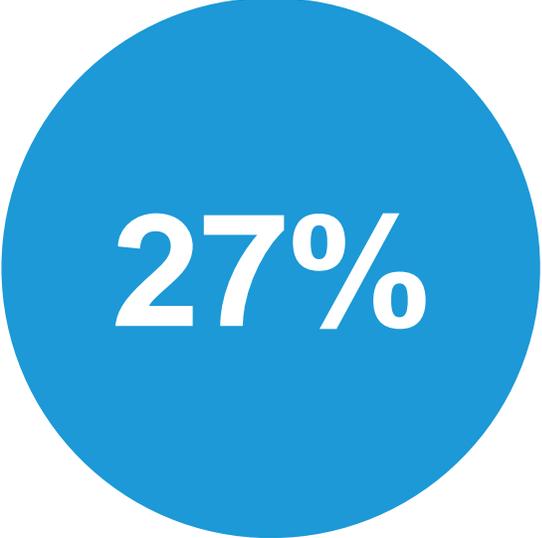
27%

DECLINE IN NEW REGISTRANTS
TO THE WISCONSIN NURSE AIDE
REGISTRY FROM 2012 TO 2017
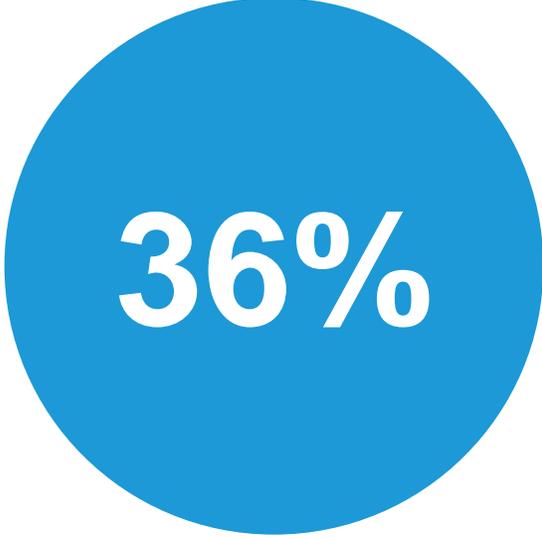
36%

NURSING HOMES NATIONWIDE
WHO HIRED TEMPORARY
NURSING ASSISTANTS IN 2018

Wisconsin Health Care Association (WiHCA) et al., 2018; PHI. 2019. *U.S. Nursing Assistants Employed in Nursing Homes: Key Facts.* Bronx, NY: PHI. https://phinational.org/resource/u-s-nursing-assistants-employed-in-nursing-homes-key-facts-2019/

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IDD PROVIDERS STRUGGLE
TO RETAIN DSPS

46%

DSP TURNOVER RATE IN 19 STATES IN 2017

32%
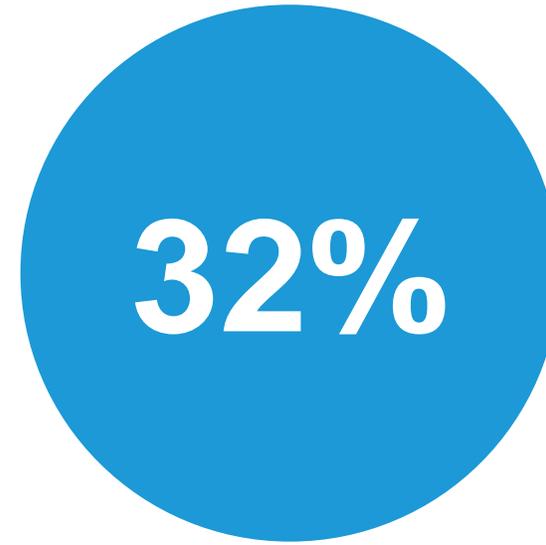
DSPS WHO LEFT WHO HAD BEEN EMPLOYED FOR FEWER THAN SIX MONTHS

National Association of State Directors of Development Disabilities Services (NASDDDS). 2019. *2017 Staff Stability Survey Report.* Alexandria, VA: NASDDDS. https://www.nationalcoreindicators.org/upload/core-indicators/2017_NCI_StaffStabilitySurvey_Report.pdf.

CONSUMERS STRUGGLE TO ACCESS NEEDED SERVICES

93%
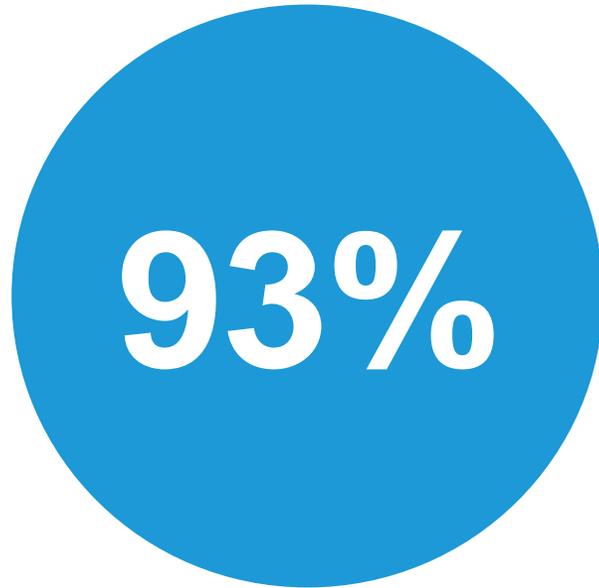
PEOPLE WITH DISABILITIES IN WISCONSIN WHO REPORTED DIFFICULTY FINDING WORKERS IN A 2016 SURVEY

Campbell, Stephen. 2017. *State of Care: Wisconsin's Home Care Landscape.* Bronx, NY: PHI.
https://phinational.org/resource/state-of-care-wisconsins-home-care-landscape/
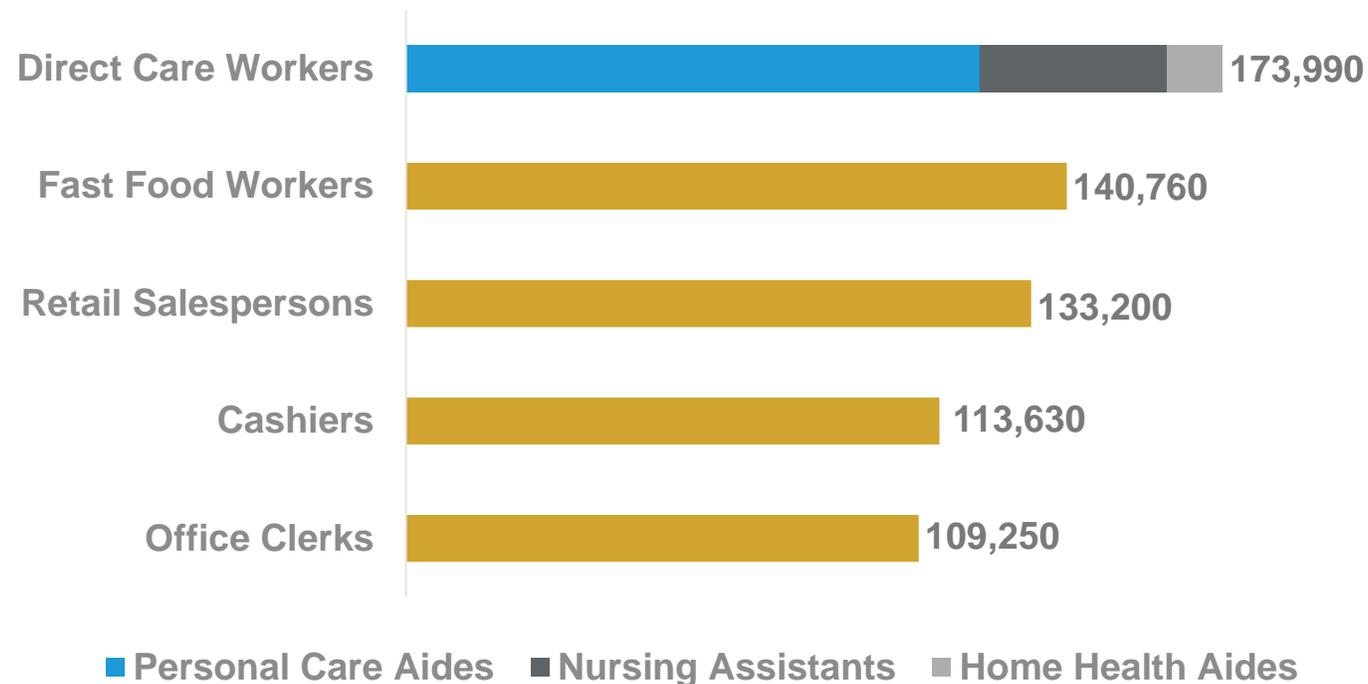
BY 2026, THIS WORKFORCE WILL ADD 22,560 NEW JOBS.

Direct Care Workers	22,560
Fast Food Workers	11,830
Manufacturing Sales Representatives	6,950
Registered Nurses	4,720
Truck Drivers	4,460

■ Personal Care Aides   ■ Home Health Aides   ■ Nursing Assistants

PHI. "Workforce Data Center." Last modified August 30, 2019. https://phinational.org/policy-research/workforce-data-center/.
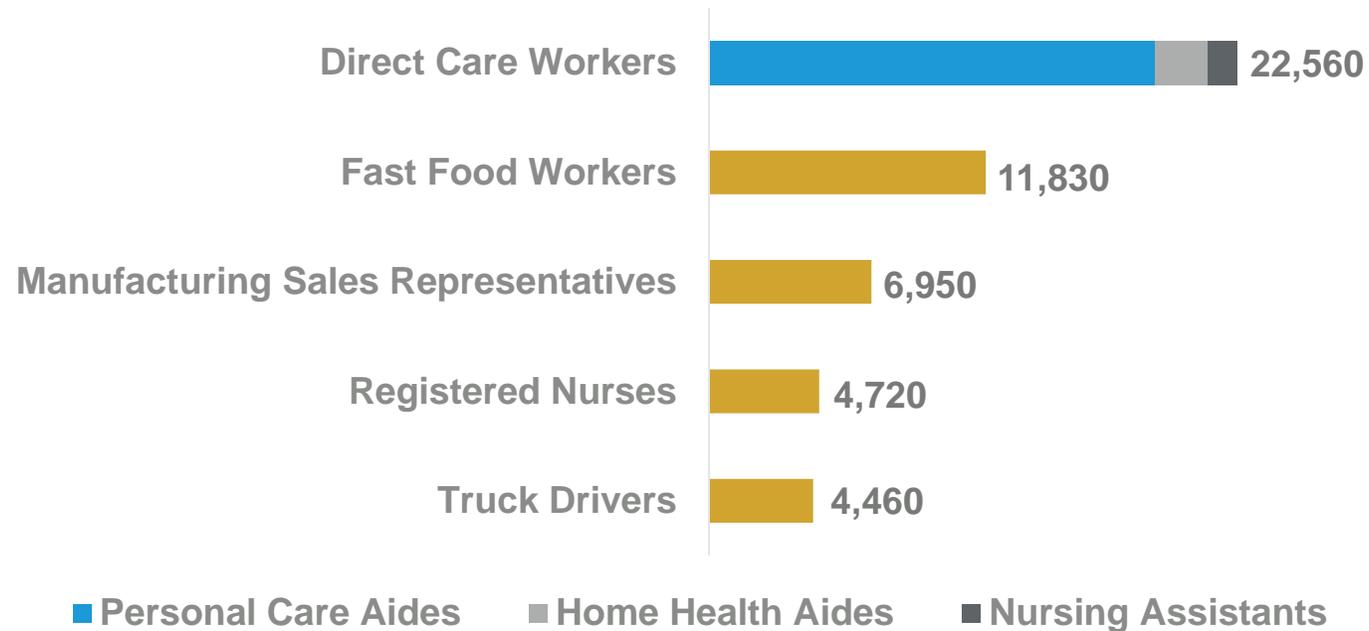
EVIDENCE-BASED BEST PRACTICES TO STRENGTHEN THE WORKFORCE

ADDRESS COMPENSATION

COLORADO SET A WAGE FLOOR TO HELP **STABILIZE THE HOME CARE WORKFORCE**

MATCHING SERVICE REGISTRIES CAN HELP
OPTIMIZE THE WORKFORCE
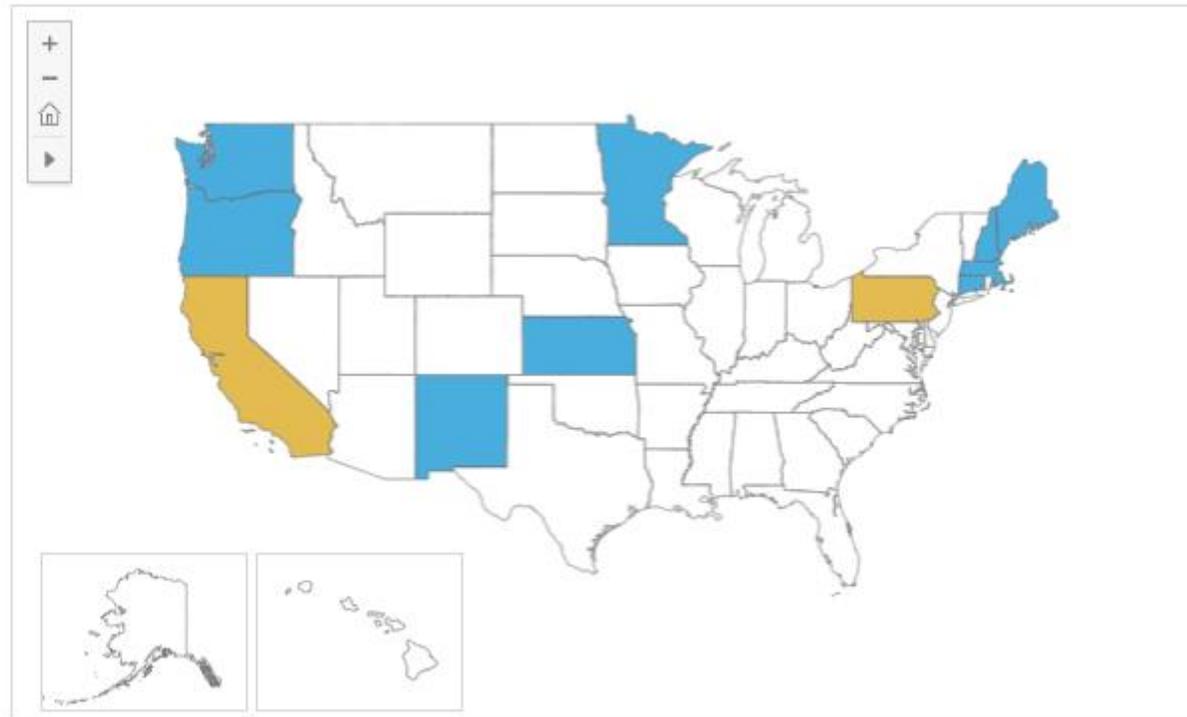
PHI. "Matching Service Registries." Accessed September 24, 2019. https://phinational.org/advocacy/matching-service-registries/.

RAISE THE PROFILE
& STRENGTHEN THE PIPELINE

WISCAREGIVER CAREERS HELPED
RECRUIT NEW NURSING ASSISTANTS
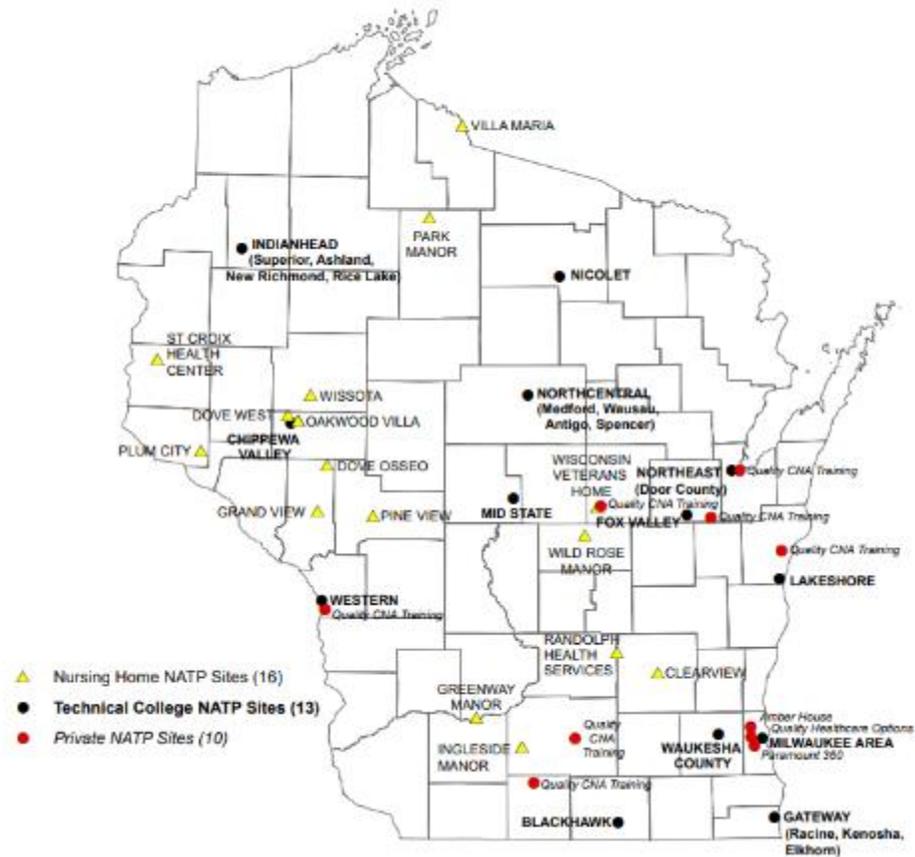
Wisconsin Department of Health Services. "WisCaregiver Career Program." Accessed September 24, 2019. https://www.dhs.wisconsin.gov/caregiver-career/index.htm.

TRAINING PROGRAMS CAN HELP
RECRUIT HIGH SCHOOL STUDENTS

Ohio Provider Resource Association. "C3P(O)." Accessed September 24, 2019. https://www.opra.org/workforce-initiatives/c3po/.

NATIONAL ALLIANCE FOR
DIRECT SUPPORT PROFESSIONALS

Making a world of difference
in people's lives

NADSP VISION STATEMENT
A world with a highly qualified and professional direct support workforce that partners with, supports and empowers people with disabilities to lead a life of their choosing.

NADSP MISSION STATEMENT
To elevate the status of direct support professionals by improving practice standards, promoting system reform, and advancing their knowledge, skills and values.

NATIONAL ALLIANCE FOR
DIRECT SUPPORT PROFESSIONALS
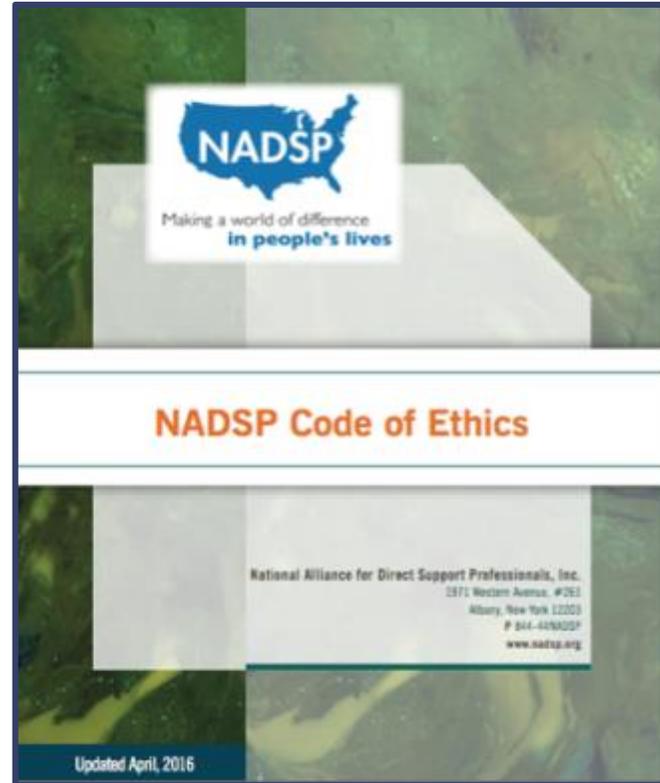
NADSP FRONLINTE INITIATIVE

National Alliance for Direct Support Professionals. "Frontline Initiative." Accessed September 24, 2019. https://www.nadsp.org/frontline-initiative/.

INVALUABLE: THE UNRECOGNIZED PROFESSION OF DIRECT SUPPORT

TARGETTED MARKETING MATERIALS
CAN HELP RECRUIT DSPS

PUBLIC SERVICE ANNOUNCEMENTS
CAN HELP RECRUIT DSPS

Three 30-second PSA videos designed to raise awareness and change perceptions about the field.

American Network of Community Options and Resources (ANCOR). "Public Service Announcements." Accessed September 24, 2019. https://www.ancor.org/toolkit/employers/public-service-announcements.

SCALES ARE TIPPED
IN THE WRONG DIRECTION

240+
hours minimally needed to meet basics

40+
hours provided

Balance is achieved when Training ➡ competence

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WHY MOVE TOWARD COMPETENCY-BASED TRAINING?

- Community living has changed
- Greater expectations from advocates
- System expenditures growth curve
- People on waiting lists
- Government accountability on workforce stability is coming (NQF framework)

- Not maximizing desired outcomes for people
  - Exposes
  - Employment, choices, community living, relationships, etc.
- Workforce is key to quality
- Wages stagnant, decades of high turnover/vacancy
- Status quo is wasteful and costly
- Across industry competition for scarce workforce

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COMPETENCY-BASED
TRAINING MATTERS

Hewitt, Nord, Bogenshutz, 2013

ALIGN TRAINING WITH OUTCOMES

TRAINING

Professionalism

Community Inclusion
Person Centered Planning

Individual Rights and Choice
Civil Rights and Advocacy

Safety at Home and in the Community Supporting
Healthy Lives Personal Care

You've Got a Friend

Employment Supports Home and Community Living
Personal Care

OUTCOMES

Satisfaction with Staff

Community Inclusion

Choices & Rights

Health & Safety

Friends & Family

Work, Day, and Home

DSP COMPETENCY SETS, 1996 - 2014

CSSS 1996	Hewitt 1998	NADSP 2002	APSE 2011	DOL LTSS 2012	FLS 2013	NADD 2014	CMS 2014
Community Support Skill Standards	IDD Residential Core	National Alliance for Direct Support Professionals Core Competencies	Association of People Supporting Employment First	Department of Labor Long-Term Services and Supports Core Competencies	National Frontline Supervisor Core Competencies	National Association of Dual Diagnosis Competency-Based Direct Support Certification	Centers for Medicare and Medicaid Services DSP Core Competencies

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NADSP COMPETENCY SET

The NADSP Competency Areas: The Foundation of the Work

Area 1:   Participant Empowerment

Area 2:   Communication

Area 3:   Assessment

Area 4:   Community and Service Networking

Area 5:   Facilitation of Services

Area 6:   Community Living Skills and Supports

Area 7:   Education, Training, and Self Development

Area 8:   Advocacy

Area 9:   Vocational, Educational, and Career Support

Area 10:   Crisis Prevention and Intervention

Area 11:   Organizational Participation

Area 12:   Documentation

Area 13:   Building and Maintaining Friendships and Relationships

Area 14:   Person-Centered Supports

Area 15:   Supporting Health and Wellness

ADULT LEARNER-CENTERED
INSTRUCTION METHODS MATTER

COMPREHENSIVE TRAINING STUDY

- Intervention sites experience 16.4% difference in turnover after one year
- DSPs showed increased competence (Rights & Choice, Health & Safety, Relationships)
- DSPs showed increased satisfaction with supervisors
- Individuals who received services had improved outcomes in all areas

Bogenschutz, Matthew, Derek Nord, and Amy Hewitt. "Competency-Based Training and Worker Turnover in Community Supports for People With IDD: Results From a Group Randomized Controlled Study." *Intellectual and Developmental Disabilities* 53(3): 182-195. https://experts.umn.edu/en/publications/competency-based-training-and-worker-turnover-in-community-suppor.

BUILDING TRAINING; BUILDING QUALITY IMPROVES CARE OUTCOMES

Luz, Clare, Katherine Hanson, Yuning Hao, and Elizabeth Spurgeon. " Improving Patient Experiences and Outcomes Through Personal Care Aide Training." *Journal of Patient Experience* 5(1): 56-62. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5862381/.

COLLEGE OF DIRECT SUPPORT

- Online training: College of Direct Support
  - 35 lessons over 12 months
  - 6 modules address different topics
  - Pre/post-test measures
- Mentoring
  - Supervisor or advanced DSP
  - Mentoring on each module topic
- Group discussion
  - With peers and supervisors
  - Provided for each module

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UNIVERSAL TRAINING REGULATIONS
PROMOTE EFFICIENCY IN ARIZONA

State of Arizona Senate. 2019. SB 1244. https://www.azleg.gov/legtext/54leg/1r/bills/sb1244p.pdf.

QUILTSS: A COMPETENCY-BASED APPROACH IN TENNESSEE

ENSURE EFFECTIVE SUPERVISION

SUPPORTIVE SUPERVISION SAVES
TIME AND REDUCES TURNOVER

Scales, Kezia. 2017. *Success Across Settings: Six Best Practices in Promoting Quality Care through Quality Jobs*. Bronx, NY: PHI.
https://phinational.org/wp-content/uploads/2017/09/evaluation_brief_final.pdf

NATIONAL FRONTLINE SUPERVISOR COMPETENCIES

1. Direct Support
2. Health, Wellness, & Safety
3. Individual Support Plan Development, Monitoring, and Assessment
4. Facilitating Community Inclusion Across the Lifespan
5. Promoting Professional Relations and Teamwork
6. Staff Recruitment, Selection, and Hiring
7. Staff Supervision, Training and Development
8. Quality Assurance
9. Advocacy & Public Relations
10. Leadership, Professionalism, & Self-Development
11. Cultural Responsiveness & Awareness

National Frontline Supervisor Competencies

April, 2013

Research & Training Center on Community Living
Institute on Community Integration (UCEDD)

UNIVERSITY OF MINNESOTA
Driven to Discover℠

Sedlezky, Lori, Jennifer Reinke, Sheryl Larson, and Amy Hewitt. 2013. *National Frontline Supervisor Competencies*. Minneapolis, MN: RTC on Community Living. https://rtc.umn.edu/docs/National_Frontline_Supervisor_comp_7-2-13.pdf.

CDS: COLLEGE OF FRONTLINE SUPERVISION & MANAGEMENT (CFSM)

- Developing an Intervention Plan
- Fueling High Performance
- Preparing for the Supervisor's Job in Human Services
- Recruitment and Selection
- Training and Orientation
- Your First Few Weeks and Months as a Supervisor

COLLECT WORKFORCE DATA
& MEASURE PROGRESS

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COLLECT WORKFORCE DATA & MEASURE PROGRESS
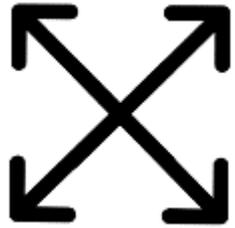
VOLUME

- Full-time workers
- Part-time workers
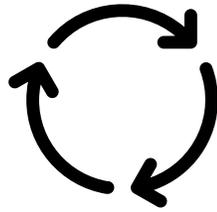
STABILITY

- Turnover
- Retention
- Vacancies

COMPENSATION

- Average wage
- Starting wage
- Experienced wage
- Benefits

National Direct Service Workforce Resource Center (NDSP). 2009. The Need for Monitoring the Long-Term Care Direct Service Workforce and Recommendations for Data Collection. Washington, D.C.: NDSP.
https://www.medicaid.gov/medicaid/ltss/downloads/workforce/monitoring-dsw.pdf

TEXAS COLLECTS ROBUST **WORKFORCE DATA**

Position Type	Difference in recruiting new staff from 1/1/2018 - 12/31/2018? Please select one option for each Position Type
Attendants*	1 - Situation is worse (Harder to recruit)
Employment Services (SE, EA)*	0 - No staff of this type
Nurses (RNs, LVNs)*	2 - No difference
Specialists (PT, OT, Dietary, etc.)*	3 - Situation has improved (Easier to recruit)
Central Office Staff*	2 - No difference
Administrative and Operations Staff*	2 - No difference

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TEXAS COLLECTS ROBUST WORKFORCE DATA

Position Type	Number of staff (Full-time, Part-time, Temp, Medicaid, Non-Medicaid & Private Pay combined) on 12/31/2018	Number of staff who left:		Number of vacancies on 12/31/2018	Percentage of work hours filled w/OT or non-scheduled staff (Estimates accepted if unknown)	Average number of days to fill vacant positions (Estimates accepted if unknown)	Current starting wage for this type of position within your agency in 2018 (Hourly Rate)	Average wage for this type of position after 2 years of employment (Hourly Rate)
		1/1/2018 - 6/30/2018	7/1/2018 - 12/31/2018					
Attendants					%		$	$
Employment Services (SE, EA)					%		$	$
Nurses (RNs, LVNs)					%		$	$
Specialists (PT, OT, Dietary, etc.)					%		$	$
Central Office Staff					%		$	$
Administrative and Operations Staff					%		$	$
TOTAL	0	0	0	0				

TEXAS COLLECTS ROBUST WORKFORCE DATA

Length of Time with your Agency	Using the total number of staff from above, what is the length of time they have been with your agency?
LESS than 6 months	
BETWEEN 6 and 12 months	
OVER 12 months	
Total Staff by Length of Time	**0**
Number of CPC clients (Medicaid, Non-Medicaid, Private Pay, etc. combined) actively enrolled on 12/31/2018	0
Is it more difficult for you to hire and keep CLASS attendants versus PHC attendants?	

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TEXAS COLLECTS ROBUST **WORKFORCE DATA**

In addition to wages, does your agency offer benefits to staff? If Yes, check all that apply	Full-Time Staff	Part-Time Staff
Medical Insurance (paid in whole or in part by agency)	☐	☐
Dental Insurance (paid in whole or in part by agency)	☐	☐
Retirement (paid in whole or in part by agency)	☐	☐
Paid Sick Leave	☐	☐
Paid Vacation	☐	☐
Short-Term Disability	☐	☐
Long-Term Disability	☐	☐
Jury Duty Leave	☐	☐
Bereavement Leave	☐	☐
Vision Insurance	☐	☐
Employee Assistance Plan	☐	☐
Life Insurance	☐	☐

NATIONAL CORE INDICATORS DATA REVEAL WORKFORCE CHALLENGES.

	Average Turnover Rates[15]	Median	Std. Deviation	Minimum	Maximum	Number of responding agencies
AL	31.0%	25.9%	27.0%	0.0%	125.6%	38
AZ	42.0%	33.2%	42.4%	0.0%	300.0%	216
CT	31.0%	31.1%	19.5%	0.0%	100.0%	39
DC	24.4%	20.4%	21.8%	0.0%	95.0%	65
GA	39.7%	31.8%	42.3%	0.0%	269.2%	132
IL	49.5%	40.9%	40.7%	0.0%	300.0%	215
IN	51.6%	44.0%	40.8%	0.0%	295.5%	95
KY	46.0%	33.3%	50.2%	0.0%	400.0%	161
MD	36.1%	33.4%	18.5%	0.0%	95.3%	40
MO	46.4%	42.3%	34.6%	0.0%	164.3%	177
NE	68.8%	50.0%	65.3%	4.0%	327.3%	39
NY	33.4%	29.5%	26.0%	0.0%	271.6%	286
OH	39.0%	25.6%	46.7%	0.0%	400.0%	1084
OK	54.4%	45.2%	48.4%	0.0%	289.5%	58
OR	47.4%	41.8%	40.5%	0.0%	250.0%	190
SC	32.0%	29.8%	16.6%	0.0%	83.3%	41
SD	57.3%	49.5%	30.6%	15.2%	146.5%	19
TN	51.4%	42.2%	37.4%	0.0%	193.3%	106
UT	41.5%	38.1%	33.5%	0.0%	149.0%	69
VT	34.6%	40.0%	16.1%	5.7%	67.0%	14
	Weighted NCI Average: 43.8%	Weighted NCI Average: 40.0%	Weighted NCI Average: 37.8%	Overall Minimum 0.0%	Overall Maximum 400.0%	Unweighted Total: 3084

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SUPPORT PROVIDERS IN COLLECTING WORKFORCE DATA.

Research and Training Center (RTC) on Community Living. 2015. *Assessing Retention Outcomes.* Minneapolis, MN: RTC on Community Living. https://www.nationalcoreindicators.org/upload/core-indicators/2017_NCI_StaffStabilitySurvey_Report.pdf

FOSTER COMMITMENT
AT EVERY LEVEL

ACOM 407 PROMOTES COLLABORATION
BETWEEN MCOS AND PROVIDERS

Arizona Health Care Cost Containment System (AHCCCS) Contractor Operations Manual. 2012. Workforce Development. Chapter 407.
https://www.azahcccs.gov/shared/Downloads/ACOM/PolicyFiles/400/407_Workforce_Development.pdf.

PROMOTE BEST PRACTICES AMONG EMPLOYERS

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ENCOURAGE INNOVATION
THROUGH FUNDING OPPORTUNITIES.
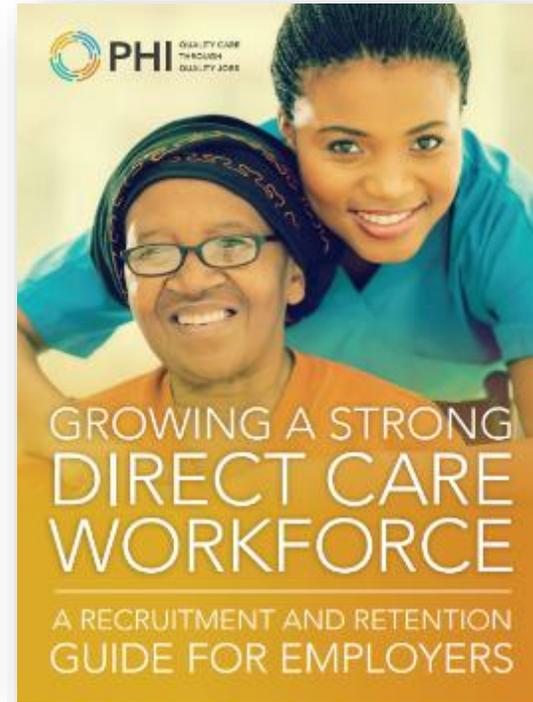
REFERRAL AND HIRING BONUSES

REFERRAL BONUS

- Pay incentive to existing employees for referring a new hire

- Small payment to referring employee at time of hire then larger amounts at 6 and 12 months.

- Transparency and market to existing employees how much people are getting paid out

HIRING BONUS

- Small bonuses given to new recruits of they are hired at the time of hire.

- Trying to get them in your door before they go to another door

ENSURING A GOOD MATCH

👤 APPLICANT

- Competencies and Skills

- Attitudes and Values

- Interest in and Commitment to do the job

🏢 ORGANIZATION

- Job Requirements and Expectations

- Culture and Climate

- Investment with employees

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EFFECTIVE SELECTION STRATEGIES

- Realistic Job Previews
- Structured/Behavioral interviews
- Structured observations
- Cognitive ability tests
  - Writing exercises
  - English proficiency tests
- Interview with DSPs
- Interview with individuals and family members

REALISTIC JOB PREVIEWS

ANCOR. "Realistic Job Preview." Accessed September 24, 2019. https://www.nationaladvocacycampaign.org/toolkit/employers/realistic-job-preview.

ELEMENTS OF AN EFFECTIVE RJP

- Present the RJP early in the application process before a job offer is made
- Make the purpose of the RJP clear to applicant
- Include viewpoints of individuals receiving supports and their family members
- Use actual observations of DSWs on the job
- Include information about how current employees view their jobs
- Balance positive and challenging parts of the job to reflect actual work requirements and experience

STRUCTURED BEHAVIORAL INTERVIEWS
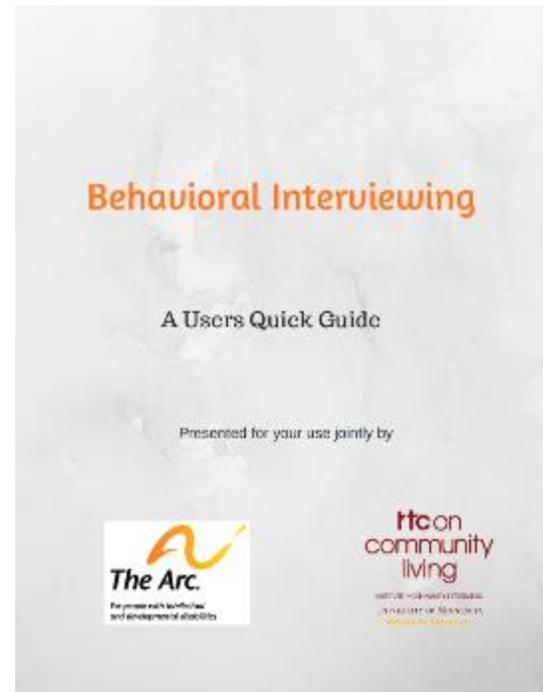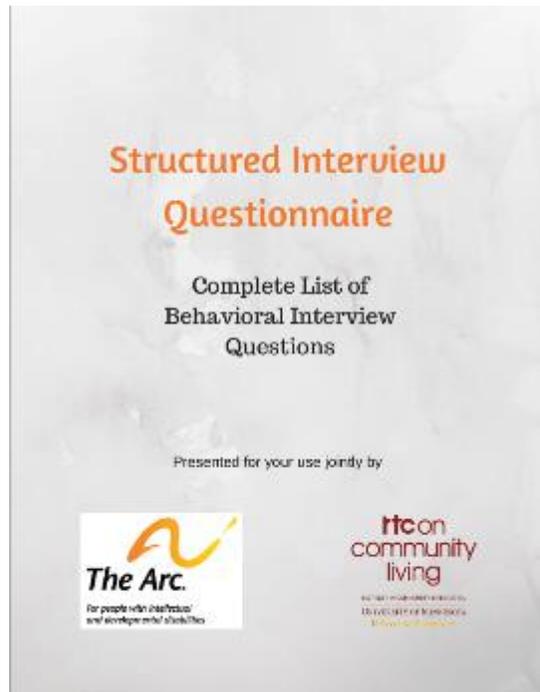
STRUCTURED BEHAVIORAL INTERVIEWS

- Each recruit answers the same set of questions

- Questions address important behaviors that distinguish excellent performers from poor performers

- Questions ask recruits to describe experiences that relate to important job behaviors

- Score the answer based on a predetermined behaviorally anchored scale of how excellent versus poor performers handle this type of situation.

CLOSING THOUGHTS

The Direct Support Workforce Crisis
A Call to Action

1. Ensure that others know who DSPs are, what they do, and why they are important
2. Improve DSP identity, respect, and recognition
3. Create an occupational title in BLS
4. Fund use of competency-based training models that result in credentialed or certified staff with wage increase
5. Develop industry-specific pipeline programs
6. Gather comprehensive data at site, org, state, and national levels
7. Provide and use evidence-based interventions
8. Promote increased use of self-directed options
9. Increase use of technology-enhanced supports

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