

Effective Job Coaching Supports: *Using Both Natural Supports and Systematic Instruction*

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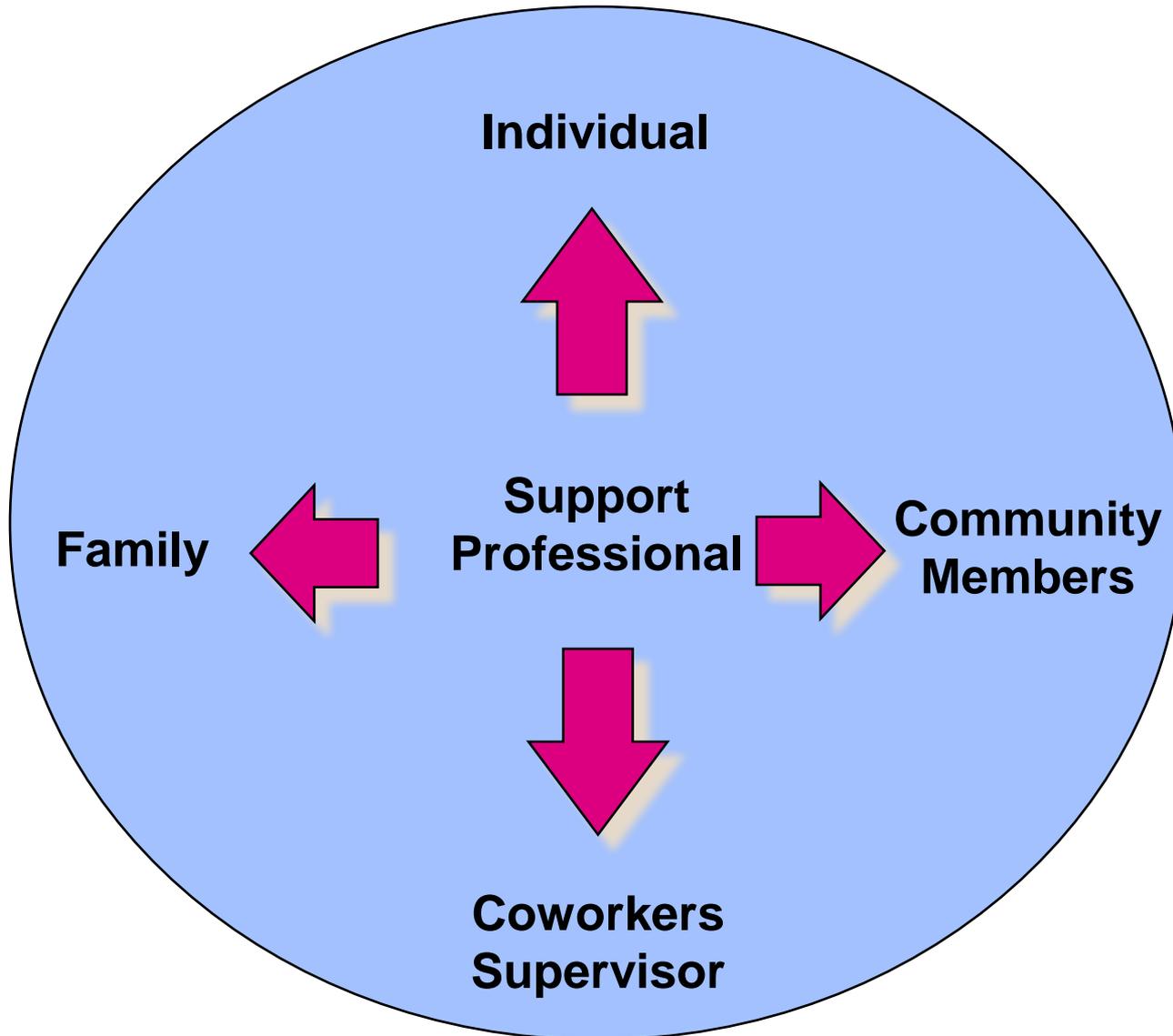
INSTITUTE FOR COMMUNITY INCLUSION
promoting the inclusion of people with disabilities



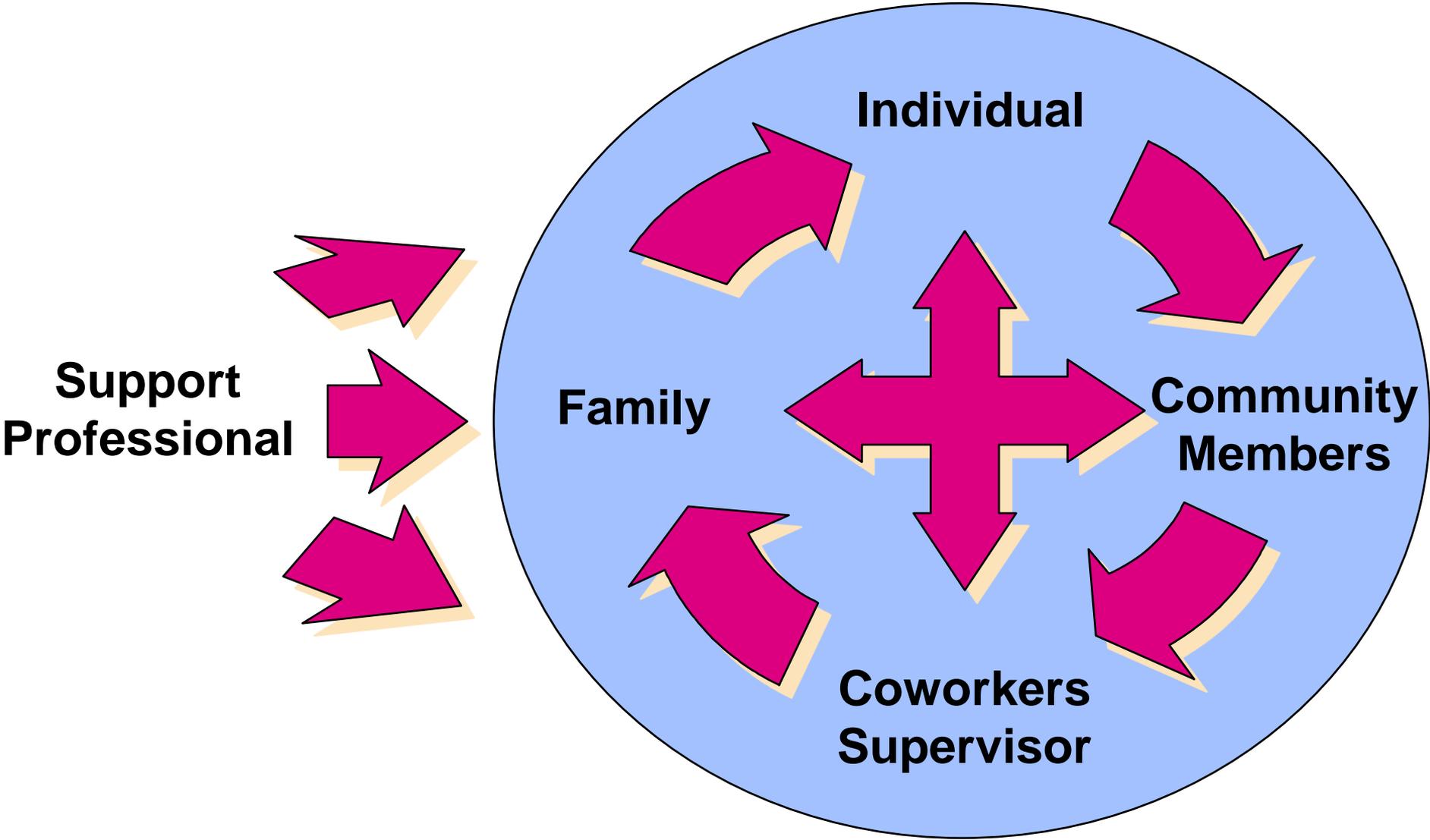
Changing Role of Job Coach

- ▲ Total control
- ▲ Expert
- ▲ Trainer
- ▲ Rule-maker
- ▲ One customer
- ▲ Setting structure
- ▲ Empowering
- ▲ Facilitator
- ▲ Consultant
- ▲ Interpreter
- ▲ Many customers
- ▲ Thriving on chaos

From Coach...



To Consultant...



Which is more important for you to do as a job coach?

- Train the new worker in their job duties?

OR...

- Facilitate natural supports and social inclusion in the workplace?

Finding the Balance

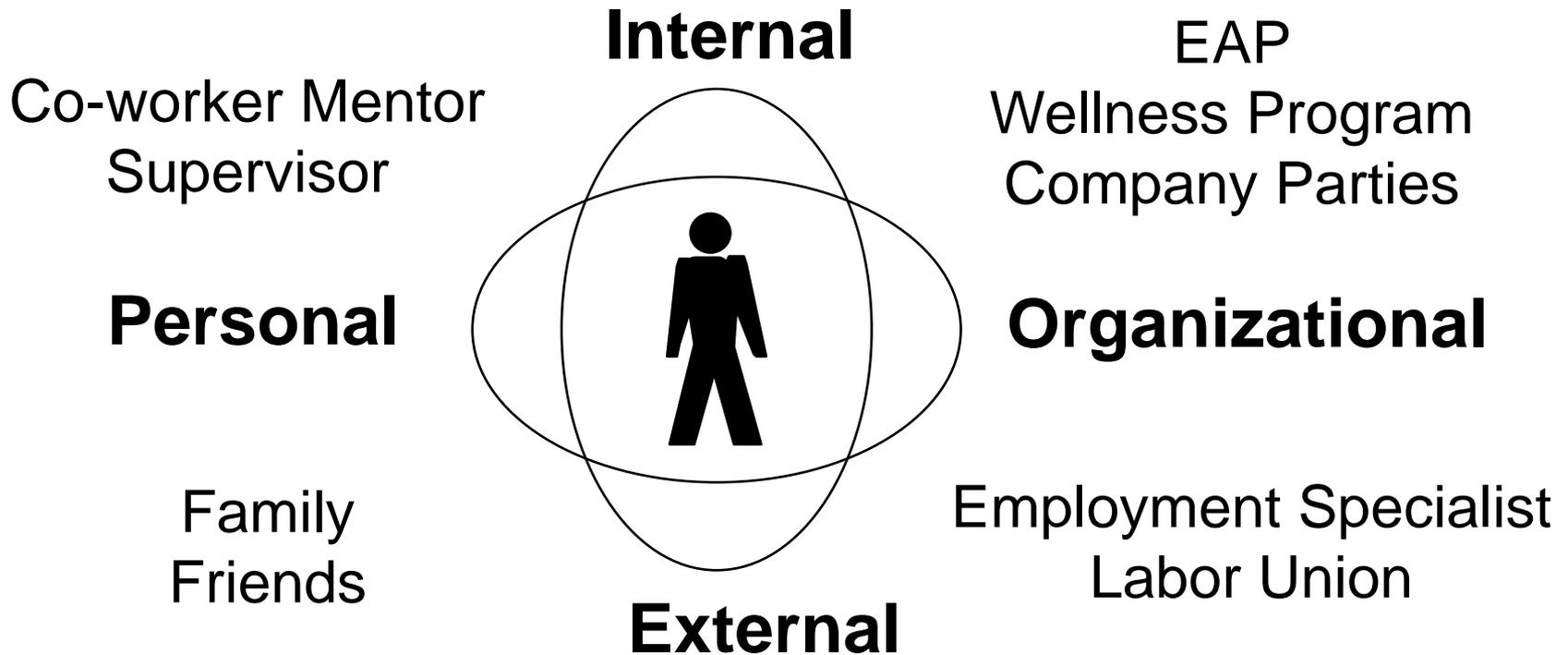
- Careful attention to both is needed for employment success!
- The ability to blend good teaching with the development of natural supports



What are Natural Supports?

- Support that originates from within, rather than from without, a workplace or community system
- Support that is consistent with the culture of the workplace or community system
- Support that is typically available and/or perceived as usual
- Can occur automatically in the workplace, or can be facilitated by job coach

Sources of Support



Typical Workplace Supports

- Training & orientation
- Friendships
- Supervision & problem solving
- Advocacy / Human Resources / EAPs
- Transportation
- Social Events / Down Time
- Career Development / Advancement
- What else?

How do you find out what is available onsite?

Natural Supports for \$100...

For natural supports to occur, the job coach should simply wait to see what naturally happens, and then intervene?

- True
- False

Natural Supports for \$500...

“Natural Supports” and “Traditional Job Coaching” are two entirely different models of supported employment. You can use one approach or the other but not both at the same time.

- True
- False

Natural Supports for \$1000...

Natural Supports begin:

- A. Once an individual has mastered the tasks of a job and is stable.
- B. The first day a person starts a job.
- C. When the job developer first meets an employer.
- D. During the first encounter agency staff have with an individual.

Natural Supports: Core Beliefs

- A natural feature of the workplace
- Each workplace has its own culture
- Social integration comes first
- External support has positive and negative effects on the workplace

Natural Supports for \$5000...

Natural Supports and social inclusion are important because:

- A. They reduce dependence on long-term job coach supports.
- B. They increase the likelihood of long-term success.
- C. People with disabilities will not be integrated and accepted into the culture without natural supports.
- D. A fundamental goal of community employment for people with disabilities is expanding the ability of society to support & include people with disabilities.
- E. All of the above.

What is Systematic Training & Instruction?

- *Analysis*
 - job analysis
 - task analysis
 - assess learning style
- *Task Design*
 - task adaptations
- *Direct Instruction*
 - providing assistance
 - error correction
 - reinforcement
 - ongoing assessment

Systematic Training & Instruction (cont.)

- *Maintenance and Generalization*
 - fading assistance
 - self-management strategies
 - stabilizing employer turnover
 - ****facilitating natural supports****

**** primary approach - don't necessarily wait for "maintenance" phase ****

Direct Instruction (prompts)

- Demonstration: showing how to perform task
- Verbal: telling how to do a task
- Gestures: pointing, motioning with your hands
- Physical Assistance: hand-on-hand approach
- Others: written symbols, instructions, audio tapes, physical adaptations, etc.

Prompting allows you to:

-  Minimize errors
-  Minimize risks
-  Efficient learning and task performance
-  Control the task variables

Risks: staff as primary trainer

(There is no free lunch)

-  Not part of natural environment
-  Dependence on trainer
-  May be reinforcing

Why Task Analysis

(breaking down task into steps)

- Basis for systematic training
- Consistent sequence of steps
- Allows multiple trainers
- Identifies natural cues
- Accurate assessment

Developing a Task Analysis

1. ID the setting, materials & supplies
2. Observe task being performed
3. Perform the task
4. List action steps (must result in observable behavior & visible change)
5. Fine tune & match to learning style
6. Validate with supervisor (if not already involved)
7. Identify natural cues for each step
8. Consider efficiency & eliminate need for judgment

The Magic Formulas!!

- Training

1. Know the task
2. Know the environment
3. Know the person

- Natural Supports

1. Use what is there
2. Adapt what is there
3. Supplement what is there

Blending Training & Natural Supports

- Clear understanding of roles and expectations by everyone
- Job design
- Job entry
 - How is training arranged?
 - Working with Coworkers and Supervisors
- Working with the employee with disabilities

Employer's Role

- Introductions, orientation & training
- Work assignments
- Policies and procedures
- Performance evals / firing
- Quality assurance
- Inclusion in company activities
- Job modification, accommodations & problem solving

Job Design

Starts during job development process...

- Schedule
 - Start/end times
 - Breaks
 - work gatherings, outings, recreational activities
- Target shared or similar positions
- Intersecting and overlapping tasks
- Shared tools and equipment
- Allow flexibility in job duties

Catherine - Middle School



Sample Facilitation Strategies: Job Design

- Restructured Work Tasks
 - Devised checklist, production graph and structured routine for employee
 - Added answering phone to increase interaction
 - Deliver instruments directly to staff members
 - Added an additional mail run to work schedule

Job Entry

How will you facilitate orientation, training and supervision?

How will you pitch your role?

Job Entry

- Orientation and introductions
- Task assignment
- Training
 - Mentor relationships
 - Training and support structure
- Social relationships
 - Workplace social routines
 - Common interests

Negotiating Job Entry

- How do you train and orient new employees?
- Who would be a good mentor?
- Who will give work assignments?
- We are available to offer support to the trainer, to assist with adaptations or modifications, or to assist with training. Use us as a resource.

Ari - bank



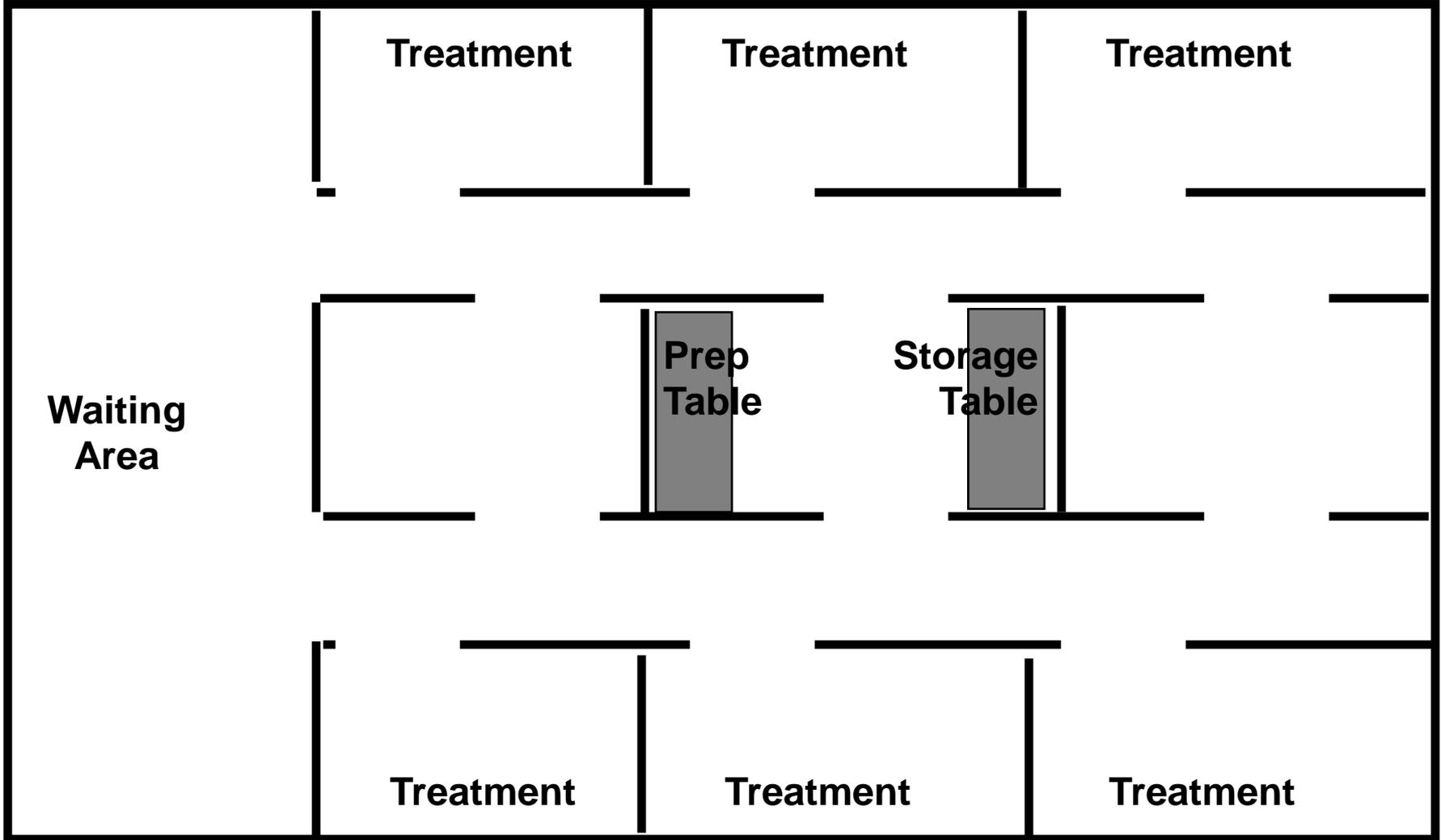
Stephen - Corporate Cafeteria





Job Site Intervention Coworkers and Supervisors

- Learning style & communication
- Support for teaching job tasks
 - Least intrusive prompting
 - Effective techniques & reinforcers
- Specific instructional supports
 - Task analysis, checklists, accommodations, color-coded cues
- Consultation as needed



Phil - Cablevision

Challenges

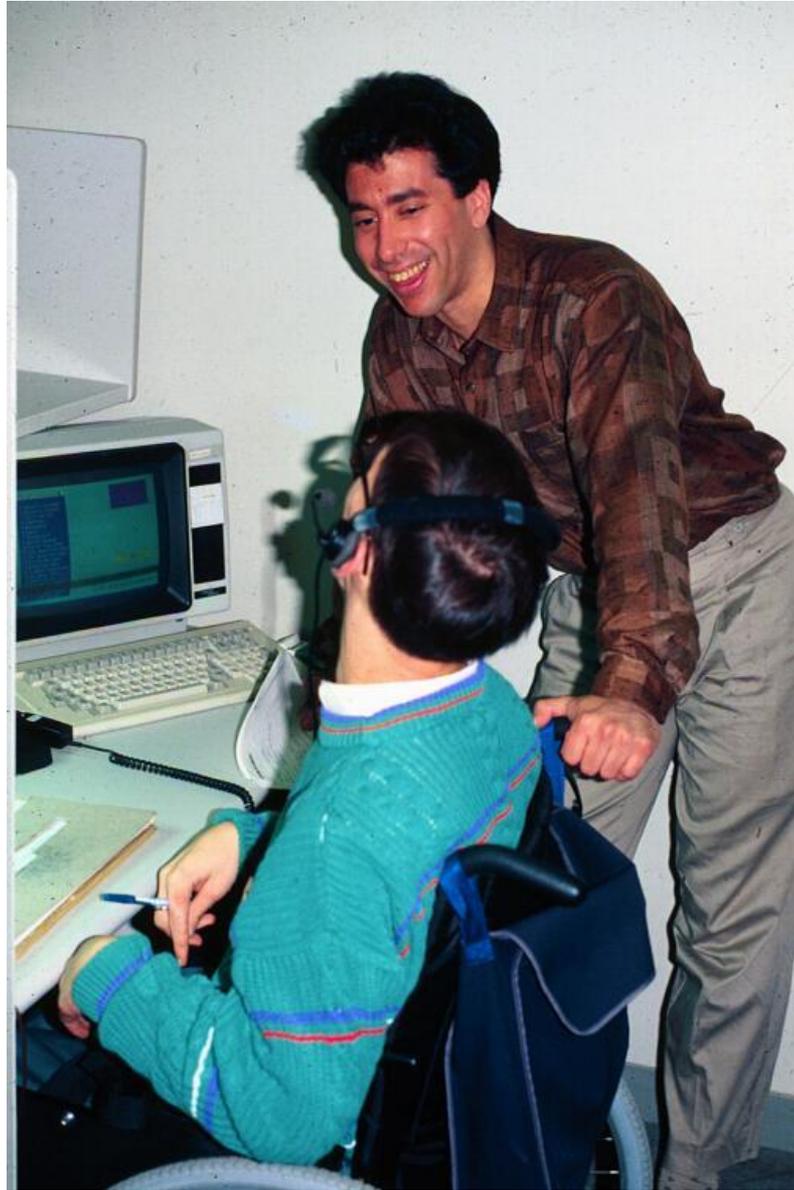
- Speed
- Complex calls
- Social interaction
(bumming food, ...)
- Time to negotiate
building on breaks

*How support an
intervention that
incorporates coworker
support?*



Coworker Supports: Phil

- Work station setup
- Daily quota review
- Adapted break schedule
- Stocking work
- Call assistance



Work supports

- Encouraged servers to interact and share materials when they roll silverware prior to restaurant opening
- Helped coworker design task checklist
- Asked coworker to direct to tasks.
- Devised method with supervisor to self check his work before passing it on to next department
- Suggested to supervisor that he speak clearly, step by step, and then have Michael repeat directions back

Working with the Employee

- Workplace culture
 - Gather info
 - Learn about “unwritten” rules
- Requesting support
 - Identify a “champion” or mentor
 - Role playing, scripts, etc.
- Social interaction
 - Make the coffee
 - Circulate the birthday card

***Most common
workplace
interactions?***

Most Common Workplace Interactions

*Survey
Says*

- Joking
- Teasing
- Helping with work
- Chatting casually
- Discussing work
- Having coffee or meals together
- Discussing personal life
- Asking for or giving personal advice
- Teaching a work task

Henderson & Argyle, 1985

Assessing Workplace Culture

- Social customs
- Social activities
- Space
- Company image
- Ownership and territory
- Eating and drinking
- Pace of work
- Cliques
- Ceremonies and celebrations
- Humor

Christina - The Gap



Steps for Making Connections

- Identify interests, gifts, & contributions
- Prospect for possible connections
 - Where can interests be expressed?
 - Who do I know in these places? Who can I ask?
 - Identify opportunities for relationships
- Make introductions
 - Locate a host to make introductions
- Continue to support the relationship

Implications for Job Coaching

- Increase time spent on consultative intervention
- Facilitating natural supports requires proactive intervention
- Seek supportive workplace cultures
- Facilitate workplace relationships
 - Ensure access to social opportunities & social areas
 - Interdependent job design
- Maximize natural supports without assuming they will be sufficient

Flexible resource allocation

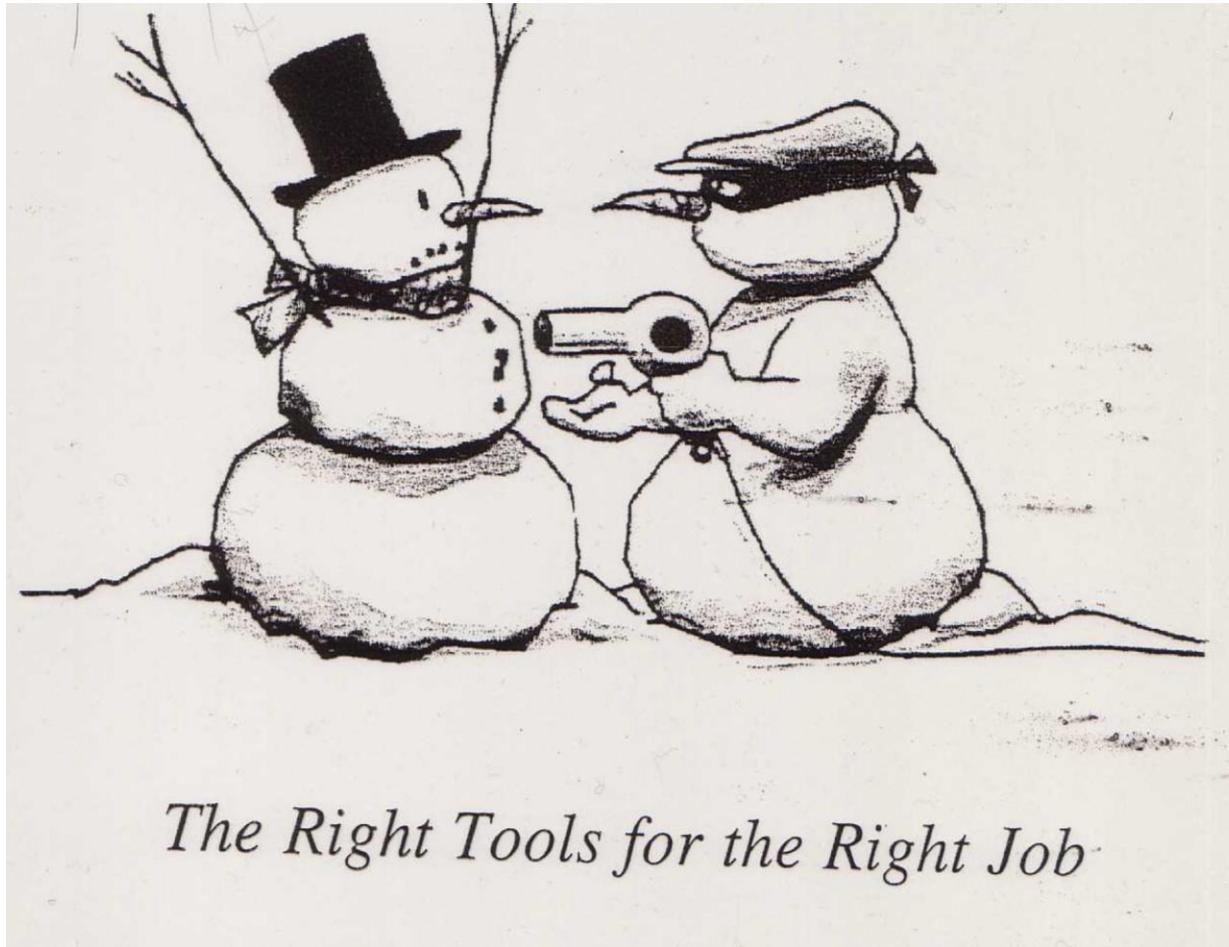




“The rehabilitation professional must remember that while natural supports is a pretty package, some assembly is still required.”

- Cary Griffin

Now you can add these strategies to your job coaching “tool kit!”



Wrap-Up

- Discussion & brainstorming
- Questions?
- Comments?
- Final thoughts?
- Thanks for participating!!