

Growing or Going:

APSE Universal Competencies and staff retention

Agenda

Staff retention

What are the
Universal
Competencies

Why should you
be using

How to
incorporate them
into everyday use

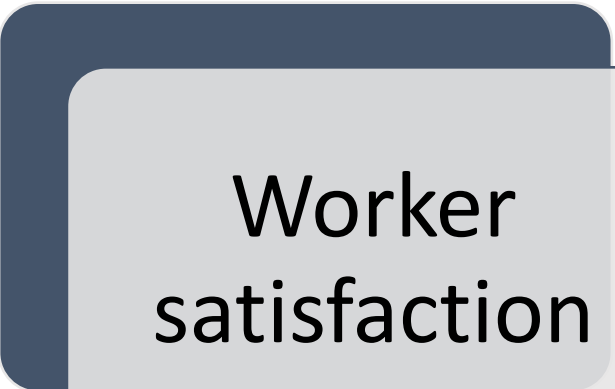
Staff retention

- Average turnover rate is 35.44%
 - Final report from Workforce recruitment and retention report
- Why are staff leaving?
 - Excessive OT, burnout, other





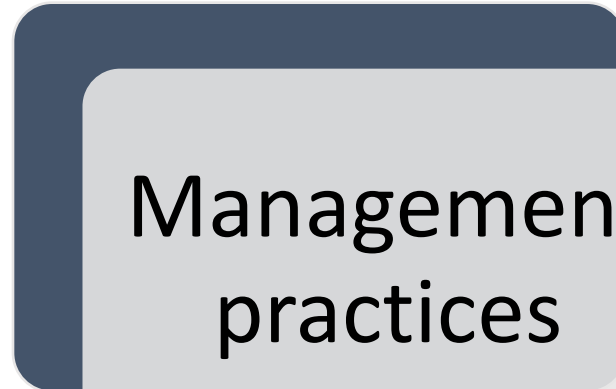
Other factors for retention:



Worker
satisfaction



Culture



Management
practices

Worker satisfaction

Are you satisfied
in your job

How is this
measured?



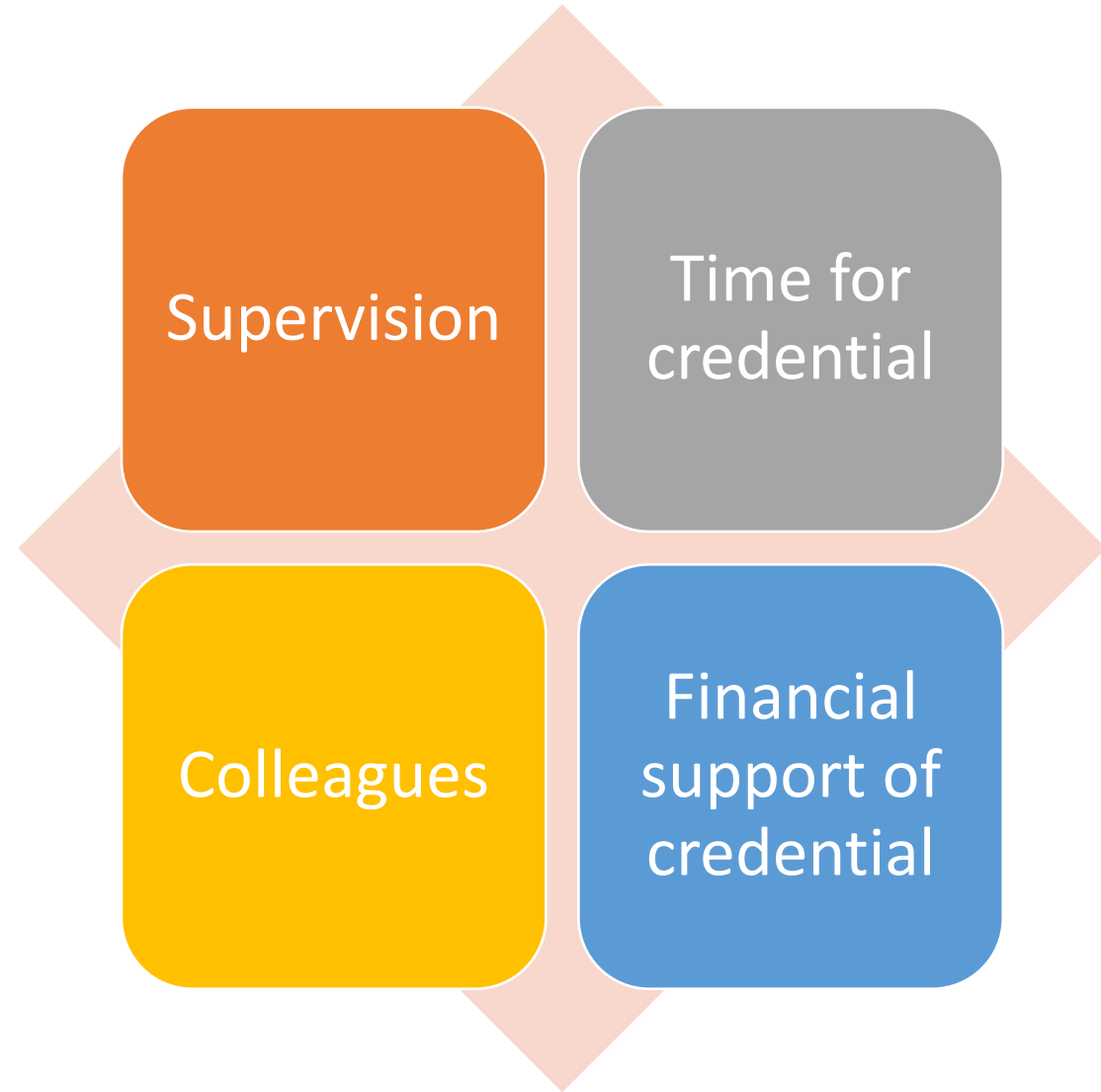
Culture

Is employment valued
in your agency as a
whole

Does discussion occur
regarding professional
growth and a roadmap
for the growth

Appreciation
opportunities

Management practices



What are the Universal Competencies?

A universal set of competencies for employment professionals across the U.S that reflect the evolving knowledge and skill sets needed to support job seekers with disabilities to find, secure, and succeed in the competitive job market.

They provide a foundation of the knowledge and skills required to make employment first a reality around the nation.

5 Domains



- Domain 1: Application of core values and principles to practice
- Domain 2: Discovery/Individualized Assessment and Employment/Career Planning
- Domain 3: Community Research and Job Development
- Domain 4: Workplace and Related Supports
- Domain 5: Long-term Supports and Services

Why should you use APSE
Universal Competencies
everyday?

Top 5 reasons

- Incredible source of information
- Increase your knowledge of all aspects of your job duties
- Improve your skill set
- Prepare yourself for the CESP exam
- Why not??



Wait, whats the CESP exam?

- The CESP is accredited through the National Commission for Certifying Agencies (NCCA). The program is the first in the nation to create national guidelines to validate and support the training currently provided in the field of Employment Support Professionals

CESP 

ACCREDITED
CERTIFICATION PROGRAM



NCCA BY ICE

**Certified Employment
Support Professional™**

APSE 

Employment First
Employment for All

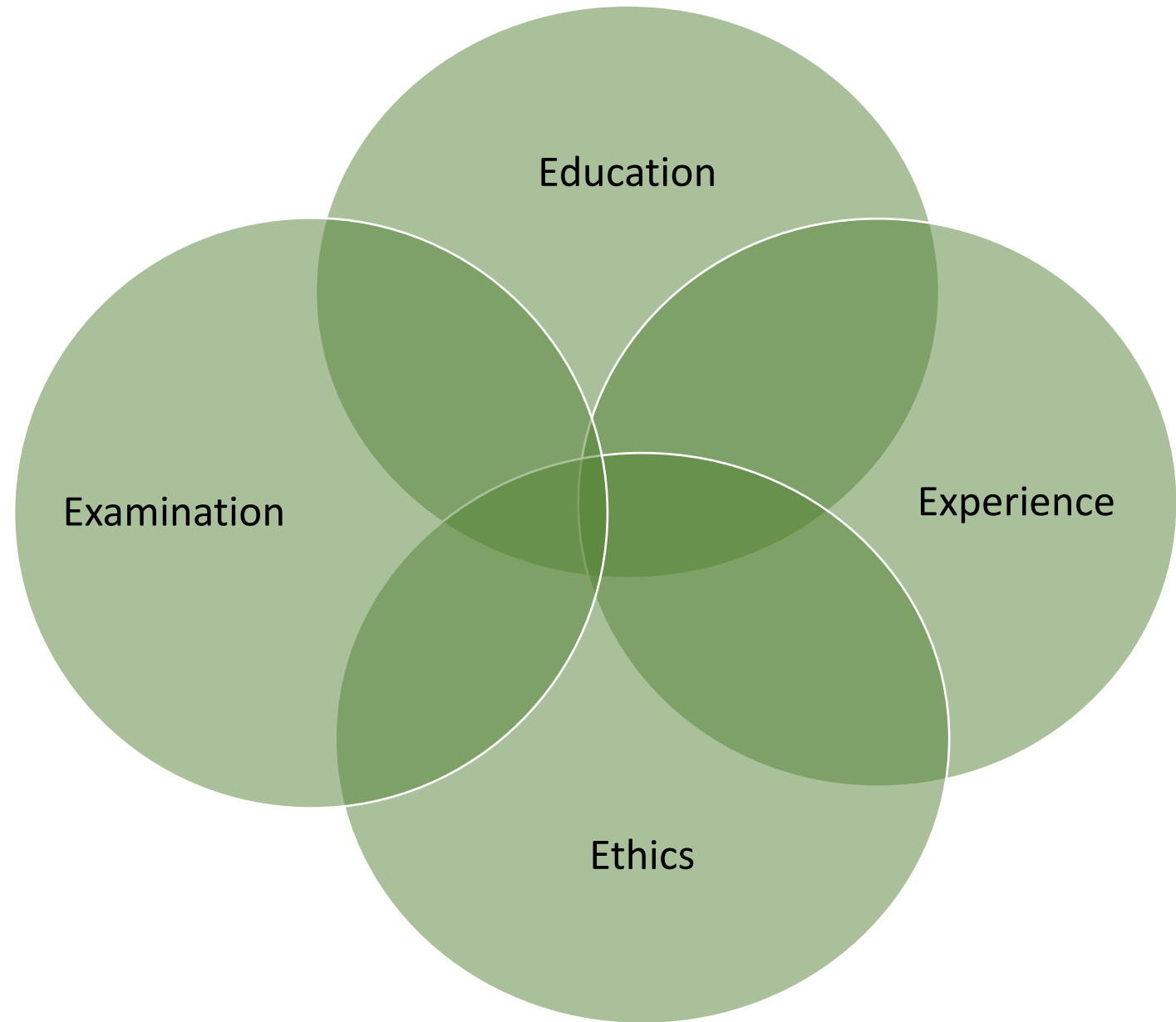
- The credential recognizes professionals who have demonstrated a **sufficient level of knowledge and skill to provide integrated employment services to a variety of populations**
- The CESP credential is designed for job coaches, job developers, transition employment specialists, job placement personnel, and employment specialists/ consultants who serve a wide variety of target audiences including individuals with intellectual/ developmental disabilities, mental health diagnoses, sensory impairments, physical disabilities, traumatic brain injury, and autism spectrum disorders.
- The CESP™ credential is intended to help employers, employees and potential employees by **increasing the visibility of – and access to – competent individuals in the profession.**

Visit <https://apse.org/cesp-central/>



CESP

- Talk to your agencies about the CESP
- Financial incentive if staff obtain and maintain credential.

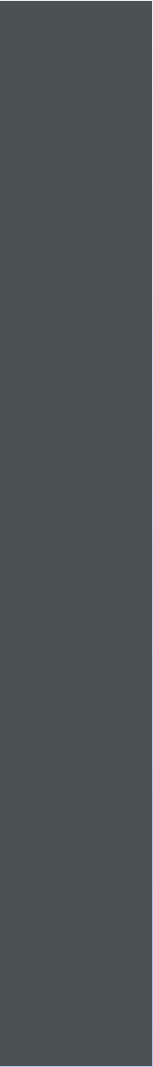




Ways to use the
Universal Competencies
every day

Staff Development





Training Opportunities

- APSE members
have access to the website with articles


Professional development trainings

Self learning

Access to colleagues across the nation to share knowledge and ideas to
elevate the field and provide better services



Staff meetings



Use the competencies
as topics for monthly
staff meetings

Encourage each team
member to cover a
subtopic to promote
collaborative learning

The background features a series of concentric circles, some solid and some dashed, in a light gray color. A large blue callout box is centered on the page, containing the text "Roadmap for learning".

Roadmap for learning

- The competencies create an outline of topics to both train staff and promote self learning



Evaluation Tool

Key factors

Agencies in NYS may still be required to complete other mandatory evaluations



Currently, this is a voluntary evaluation tool



You can provide relevant, productive feedback to staff

Domain 1: Application of Core Values and Principles to Practice

Introducton to Supported Employment		Meets Standard	Making Progress	Does not meet	N/A
1	Competitive, integrated employment (CIE) can be achieved through a variety of employment approaches including, but not limited to, supported employment, customized employment, and self employment. The pursuit of CIE expects employment support professionals to prioritize place and train models of support, as opposed to train and place or work readiness models				
2	Underlying values and definitions of competitive, integrated employment:				
	a. define "normalization" and is guiding principles;				
	b. identify support strategies that enhance the image of a worker with a disability;				
	c. communicate the benefits of workplace inclusion for the people with disabilities;				
	d. differentiate between individual and group approaches to employment				
	e. placement supports prioritizing the job seekers preference and priorities;				
	f. practice zero exclusion- everyone can work with the right supports				
3	g. strengths-based approach to placement based on the skills, interests, and preferences of the job seeker				
3	Informed choice, self-determination, and active participation throughout the employment process.				
4	Rights and responsibilities of individuals in employment				
5	Roles and responsibilities of employment support professionals' specialist (i.e. job developers, employment consultants, placement support specialist, etc)				
6	Engagement of support teams and social networks of individuals with disabilities, including friends and family.				
7	Familiarity with legislation and regulations related to employment policies and services including but not limited to: state employment first policy, American with Disabilities Act, Workforce Innovation and Opportunity Act, Rehabilitation Act, Fair Labor Standards Act, Olmstead, HCBS Setting and Achieving a Better Life Experience				
8	Best Practice in employment support services from intake to follow-along including but not limited to:				
	a. use of natural supports				
	b. Supported employment				
	c. evidence based practices				
	d. motivational interviewing techniques				
	e. The importance of non traditional vocational evaluations				
	f. Best practices in school-to-work and community living transition				
g. Funding options for employment services, including vocational rehabilitation, state departments of health and human services, state departments of education, Ticket to Work, Medicaid, and Veterans benefits.					
h. Current context of CIE supports services and labor marker metrics in your state					
9	Understand the impact of meaningful school provided work-based learning activities on future employment outcomes				
Summary:		0	0	0	0

Domain 4: Workplace and Related Supports (Cont'd)					
Marketing and Job Development		Meets Standard	Making Progress	Does not meet	N/A
Workplace Supports					
34	Understand strategies for developing workplace supports				
	a. Identify effective methods to establish natural supports within work environments				
	b. Analyze work cultures to better understand sources of support and social relationships				
	c. Support co-workers/supervisors by supplementing their existing employee training practices				
	d. Eliminate artificial support strategies that can stigmatize or stereotype employees				
35	e. Facilitate mentor relationships between supported employees and coworkers				
	Recognize the elements of systemic training, including task analysis, natural cues and reinforcers, error correction procedures, and self-instruction techniques				
	a. Utilize effective verbal, visual, auditory, and/or tactile prompts				
	b. Identify and promote use of naturally occurring reinforcers and natural cues				
	c. Describe how to enhance natural cues and reduce dependence on prompts				
	d. Recognize and differentiate individualized reinforcement strategies, including reinforcement preferences and hierarchies, satiation effects, effect of quantity and quality, and natural versus artificial approaches				
	e. Define and employ the various reinforcement schedules: continuous, fixed ratio, variable ratio, fixed interval, variable interval, and how to fade reinforcers to naturally occurring levels				
36	f. Formulate strategies to systematically fade prompts and other forms of assistance to the lowest level possible.				
	Conduct a task analysis for job duties that require instruction				
	a. Utilize task analysis to conduct a baseline assessment				
	b. analyze baseline data				
	c. Establish an instructional plan that includes schedule for training, instructional procedures, natural prompts, natural reinforcers, reinforcement procedures, and data collection/evaluation procedures				
d. Apply data collection procedures using frequency, duration, interval, and performance					
e. Analyze data-set to determine the progress of a worker over time					
Summary		0	0	0	0

Employee Name	Employee Title
Erin Employee	Employment Services Coordinator
Agency Name: Employment Opportunities Inc	<input checked="" type="checkbox"/> Full Time <input type="checkbox"/> Part Time <input type="checkbox"/> Other
Work Location: Community	Date of Hire: 10/1/2020
Rating Period: 90 day evaluation	Date Appointed to Current Position: 10/1/2020
Name and Title of person completing form: Sally Supervisor	Date: 2/15/2021

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V											
Domain 1: Application of Core Values and Principles to Practice																																
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2	Underlying values and definitions of competitive, integrated employment:											X																				
	a. define "normalization" and is guiding principles;											X																				
	b. identify support strategies that enhance the image of a worker with a disability;											X																				
	c. communicate the benefits of workplace inclusion for the people with disabilities;											X																				
	d. differentiate between individual and group approaches to employment											X																				
	e. placement supports prioritizing the job seekers preference and priorities;											X																				
	f. practice zero exclusion- everyone can work with the right supports											X																				
	g. strengths-based approach to placement based on the skills, interests, and preferences of the job seeker											X																				
3	Informed choice, self-determination, and active participation throughout the employment process.										X																					
4	Rights and responsibilities of individuals in employment										X																					
5	Roles and responsibilities of employment support professionals' specialist (i.e. job developers, employment consultants, placement support specialist, etc)											X																				
6	Engagement of support teams and social networks of individuals with disabilities, including friends and family.											X																				
7	Familiarity with legislation and regulations related to employment policies and services including but not limited to: state employment first policy, American with Disabilities Act, Workforce Innovation and Opportunity Act, Rehabilitation Act, Fair Labor Standards Act, Olmstead, HCBS Setting and Achieving a Better Life Experince													X																		
8	Best Practice in employment support services from intake to follow-along including but not limited to:											X																				
	a. use of natural supports											X																				
	b. Supported employment											X																				
	c. evidence based practices													X																		
	d. motivational interviewing techniques													X																		
	e. The importance of non traditional vocational evaluations													X																		
	f. Best practices in school-to-work and community living transition													X																		
	g. Funding options for employment services, including vocational rehabilitation, state departments of health and human services, state departments of education, Ticket to Work, Medicaid, and Veterans benefits.											X																				
	h. Current context of CIE supports services and labor marker metrics in your state											X																				
9	Understand the impact of meaningful school provided work-based learning activities on future employment outcomes											X																				
Summary:											3	15	5	0																		

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	
21	general presentation or brochure, illustrate the ways employment agencies can support businesses to hire, train, and retain employees with disabilities, use language and images that highlight skills, abilities, and interests of job seekers, and respect the job seeker's disclosure choice											X											
	Explain work incentive provisions available to employers for hiring employees with disabilities, including: Work Opportunity Tax Credit, Arc Wage Reimbursement Program, Disables Access Tax Credit, Architecture/Transportation Tax Deduction, VR On-The-Job Training Wage											X											
22	Create effective marketing tools for supported employment including:											X											
	Understand publication strategies for marketing employment services, including employment brochures, employment fact sheets, cover letters to businesses and testimonials;											X											
	Develop and deliver presentations to individuals and/or parent groups, advocacy groups, local civic organizations, service providers, and employers;											X											
	Participate in community business organizations (career centers, Chambers of Commerce, etc)										X												
23	Serve as a consultant to businesses on disability issues.										X												
	Develop methods to assist job seekers in their job search process										X												
	a.) assemble job seeker portfolios, including resumes (video and visual resumes), letters of introduction and references.										X												
	b.) Assist in completing job applications, arranging job interviews, job sampling etc										X												
24	c.) Utilize social media/electronic media, as well as traditional job search resources										X												
	d.) Demonstrate personalized job development and relationship marketing, utilizing personal networking.										X												
	Utilize job matching strategies including: identify and clarify existing job descriptions, identify and clarify unmet employer needs, analyze the existing workplace cultures and climates, organize available transportation options, and evaluate the fit between the targeted businesses' needs and the job seeker's profile.											X											
25	Differentiate between job carving and job restructuring										X												
26	Identify and recommend job carving options										X												
27	Demonstrate how to develop employment proposals based on business and job seeker preferences and negotiate accommodations and job details											X											
	a.) Negotiate typical job designs, including hours, wages, tasks, work area, breaks, orientation, training and supports											X											
	b.) Provide examples of customized employment proposals (ex. Potential task list, cost savings analysis, tailored resume/portfolio)											X											
Summary										0	10	12	0										

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W												
Domain 4: Workplace and Related Supports																																		
Marketing and Job Development											Meets Standard	Making Progress	Does not meet	N/A																				
Job Acquisition																																		
28	Facilitate communication with relevant team members as designated by the job seeker (ex. Job seeker, parents, rehab counselors) to ensure all members are fully informed										X																							
29	Understand the relationship between earned income, healthcare, and Social Security Benefits											X																						
30	Prepare necessary supports and resources for a successful employee onboarding process (ex. Transportation, orientation, paperwork, special equipment, uniforms, coordinating with Circle)										X																							
31	Conduct a comprehensive job analysis, including:											X																						
	a. obtain clear performance expectations from employer											X																						
	b. organize the tasks of the job in sequentially, then by the approximate time required to perform each task											X																						
	c. identify supports and reinforcers natural to the work site											X																						
	d. evaluate the integration potential offered by a position, including physical, social, and cultural factors											X																						
	e. identify opportunities for creating/adapting jobs that make use of integrated & natural supports											X																						
	f. identify potential job modification and accommodation opportunities											X																						
31	g. discover opportunities to explain and promote Universal Design											X																						
	Worker Orientation																																	
	32	Arrange travel/transportation supports and training based on current job specific needs and potential changes										X																						
	33	Implement strategies for establishing positive, new employee on-boarding including:										X																						
		a. advocate for maximum hours on the job, including natural social times (breaks and lunch)											X																					
		b. ensure the new employee is introduced to coworkers and direct supports by worksite personnel, as typical to the workplace											X																					
		c. Supplement typical new employee orientation and training procedures; and,											X																					
	d. Recommend necessary modifications and accommodations are in place												X																					
Summary										4	12	1	0																					

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W												
Domain 4: Workplace and Related Supports (Cont'd)																																		
Marketing and Job Development											Meets Standard	Making Progress	Does not meet	N/A																				
Workplace Supports																																		
34	Understand strategies for developing workplace supports												X																					
	a. Identify effective methods to establish natural supports within work environments												X																					
	b. Analyze work cultures to better understand sources of support and social relationships												X																					
	c. Support co-workers/supervisors by supplementing their existing employee training practices												X																					
	d. Eliminate artificial support strategies that can stigmatize or stereotype employees													X																				
35	e. Facilitate mentor relationships between supported employees and coworkers													X																				
	Recognize the elements of systemic training, including task analysis, natural cues and reinforcers, error correction procedures, and self-instruction techniques												X																					
	a. Utilize effective verbal, visual, auditory, and/or tactile prompts												X																					
	b. Identify and promote use of naturally occurring reinforcers and natural cues												X																					
	c. Describe how to enhance natural cues and reduce dependence on prompts												X																					
	d. Recognize and differentiate individualized reinforcement strategies, including reinforcement preferences and hierarchies, satiation effects, effect of quantity and quality, and natural versus artificial approaches												X																					
	e. Define and employ the various reinforcement schedules: continuous, fixed ratio, variable ratio, fixed interval, variable interval, and how to fade reinforcers to naturally occurring levels												X																					
36	f. Formulate strategies to systematically fade prompts and other forms of assistance to the lowest level possible.												X																					
	Conduct a task analysis for job duties that require instruction												X																					
	a. Utilize task analysis to conduct a baseline assessment												X																					
	b. analyze baseline data												X																					
	c. Establish an instructional plan that includes schedule for training, instructional procedures, natural prompts, natural reinforcers, reinforcement procedures, and data collection/evaluation procedures														X																			
d. Apply data collection procedures using frequency, duration, interval, and performance														X																				
e. Analyze data-set to determine the progress of a worker over time														X																				
Summary											0	14	5	0																				

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W												
Domain 4: Workplace and Related Supports (Cont'd)																																		
Marketing and Job Development											Meets Standard	Making Progress	Does not meet	N/A																				
Adapting the Job Site																																		
37	Develop adaptations and accommodations that meet the needs of both the employee and employer												X																					
	a. compare identified supports needs with pre-existing natural supports												X																					
	b. research potential, non stigmatizing, accommodations and modifications												X																					
	c. identify opportunities to introduce and integrate the use of assistive technology												X																					
	d. assess the ongoing need for, and effectiveness of, implemented adaptations and accommodations. Substitute artificial supports for natural ones, when appropriate												X																					
Professionalism on the Job																																		
38	Assisting employees to meet the professional interpersonal expectations of the existing workplace culture													X																				
	a. identify cultural norms of the workplace													X																				
	b. describe observable actions in measurable and observable terms.												X																					
	c. recognize consequences that may inadvertently be reinforcing interfering actions and attitudes													X																				
	d. obtain input from relevant parties before implementing proposed performance improvement strategies													X																				
	e. Identify the relationship between the existing environment and employee actions													X																				
	f. forecast events and situations that may indicate tensions between employee and employer													X																				
	g. prioritize naturally occurring methods of reinforcement, including natural cues and universal design													X																				
	h. develop appropriate, non-stigmatizing, strategies for supporting individuals in developing positive professional relationships													X																				
Retention																																		
39	Maximizing worker job performance and social integration													X																				
	a. monitor employees on the job performance												X																					
	b. research strategies to increase employee productivity, if necessary												X																					
	c. collaborate with employee, employer, co-workers and support team to develop and implement a systematic plan for fading supports												X																					
summary											0	9	9	0																				

Domain 5: Long-Term Supports and Services								
Ongoing supports				Meets Standard	Making Progress	Does not meet	N/A	
40	Identify sources for long term, ongoing support					X		
41	Understand the scope and limitations of on-going support based on current WIOA guidelines						X	
42	Recommend resources for supporting individuals, families, and employers/coworkers over time					X		
43	Assess the quality provided supported employment services through outcome measurement, satisfaction indicators, and process indicators					X		
44	Conduct semi regular inquiries with relevant parties to;						X	
	a. conduct data on supervisors satisfaction with assistance provided by employment consultant						X	
	b. gauge employers satisfaction with performance of employee; prioritizing the employers existing evaluative methods and metrics						X	
	c. discuss employees satisfaction with their current (ex. Wages, hours, responsibility, etc)						X	
	d. identify additional or emerging support needs and present accommodation recommendations						X	
	e. collect additional information regarding employee's progress from family members, coworkers, counselors, or support coordinators						X	
45	Foster collaborative working relationships with other human service professionals						X	
46	Collaborate with the job seeker and family in self-advocacy						X	
47	Recommend community resources that will assist supported employee in maintaining and improving his/her quality of life, including benefits advisement and financial self sufficiency: including asset development, and career advancement						X	
Summary				0	3	10	0	

Domain 5: Long-Term Supports and Services								
Ongoing supports				Meets Standard	Making Progress	Does not meet	N/A	
48	Demonstrate knowledge of financial incentives and barriers to employment					X		
49	Refer to benefits counseling/advising professionals through Work Incentives and Benefits Assistance (WIPA) programs						X	
50	Discuss with individuals and support teams the impact of work on their benefits					X		
51	Identify strategies to increase financial literacy and personal income while maintaining self sufficiency for or replacing critical benefits, including healthcare					X		
52	Identify state and/or federal work incentives to assist in an individual achieving employment (ex. TTW, PASS, IRWE)					X		
53	Develop a plan to achieve support self-support (PASS) with the job seeker and/or support team when applicable						X	
54	Recognize possible impairment related work expense (IRWE)						X	
55	Explain SSA's expedite reinstatement process for benefits						X	
56	Describe the job seekers who are students (Ex. High school, college, vocational training, etc) and their families about the student earned income exclusion through SSA						X	
Summary				0	4	5	0	

Erin Employee

Strengths: Erin is a new employee who comes with a bright smile and eagerness to learn. Her positivity shines in the department.

Areas for Improvement: Erin is new to the department and still has a lot to encounter in her learning journey. She is eager to do so.

Areas not yet addressed: Erin will register for her required trainings and continue to learn all the complexities of her job duties.

Plan for Employee Development: Erin will set aside time to access the APSE website to navigate the resources available. Erin will familiarize herself with the Universal Competencies, given to her with this evaluation, as well as the APSE Code of Ethics.

Employee Comments:

Employee Signatures:

Date:

Supervisor Signature:

Date:

Reviewer Signature:

Date:

Personal Data

Domain 1

Domain 2

Domain 3

Domain 4

Domain 4 cont

Domain 4 cont 2

Domain 5

Domain 5 cont

Narrative

Summary



A B C D E F G H I J K L M N O P Q R S T U V

Summary

Meets Standard	8
Making Progress	76
Does not meet standard	51
N/A	0
Overall:	

Evaluation tool summary

Used for new employees to set their training path

Used for seasoned employees to keep a clear training path for all pieces of being a successful (Certified) Employment Support Professional

Resources

Find your local chapters at apse.org

[Universal Competencies](#)

[CESP](#)

