

## *Staff Hiring and Evaluation*

In many ways, organizational staff members determine the quality of the services and supports provided to people. Therefore, hiring and evaluation processes are vitally important to the work of the organization.

### Quality in Practice

**Identify the skills** necessary to carry out the work of the organization.

- Involve a broad group of people in identifying skills, including people who are supported, current employees, family members, board members, and community members.
- When recruiting, hiring and evaluating staff assure that issues of social capital, networking, and community building are considered, along with listening well and the ability to perform more traditional support tasks (personal care, driving, etc.).
- Recruit new employees using the skill sets identified.

**Involve people** supported in the hiring and evaluation process for all employees.

- Use a variety of methods based on the preferences and skills of each person, including participation in interviews, introductions before hiring, developing a list of questions to be asked of applicants, hiring review panels, and/or conducting surveys of traits/tasks most desired in the organization's workforce.
- Recognize that providing and receiving personal support is a very intimate exchange. Respect the desires of the person and the staff member when issues arise.
- Develop formal mechanisms for people who use services to have input into the evaluation of all staff. Again, use a variety of methods to gain their input.
- Involve families and/or community members in evaluating staff performance.
- Use a quick format for evaluation that will provide specific information about work performance, as well as evaluating how the employee exemplifies the values of the organization.
- Create a formal mechanism for people to recognize employees who assist them in achieving personal goals

**Set clear expectations** for all employees.

- Include person-directed information, such as Personal Outcomes Measures®, in hiring and evaluation processes.
- Assure that all employees are expected to contribute to building social capital, networking and community building, not just the employees involved with direct support positions
- Assure that high quality job performance is celebrated as much or more than lower quality job performance is critiqued.