

University of Minnesota Websites Workforce Resource List														
RTC Resources	Supervisor Training:	Consumer Training:	DSP Training	Career Ladders:	Peer Mentorship:	DSP Recruitment and Selection (Registries)	Staff Wages	Health Benefits:	Employee Recognition	Policy Initiatives	Internal Marketing (intervention enrollment):	Other:	Product Description	Web Link
Staff Recruitment, Retention, and Training Strategies for Community Human Services Organizations (Book)	x		x	x	x	x	x		x	x		x	Recruitment, retention, and training — the three most challenging issues facing community human services organizations. Now supervisors, managers, and administrators have a practical guidebook for facing these challenges and staffing their agencies with dedicated, motivated direct support professionals. Each chapter of this easy-to-read handbook focuses on a critical workforce issue such as recruiting and hiring employees, socializing and supporting staff, strengthening commitment and skills through mentoring programs, building effective teams, fostering diversity and cultural competence, and designing and surviving organizational change. Overview of the Challenge • Recruitment, Retention, and Training Challenges in Community Human Services • Section I: Finding and Hiring Employees • Recruiting Direct Support Professionals • What is This Job All About? Using Realistic Job Previews in the Hiring Process • Selection Strategies Section II: Socializing and Training Employees • Socialization, Support, Networking, and Professionalization • Linking Training and Performance Through Competency Based Training	<a href="http://www.brookespublishing.com/store/books/larson-708x/index.htm">http://www.brookespublishing.com/store/books/larson-708x/index.htm</a>
Removing the Revolving Door: Strategies to Address Recruitment and Retention Challenges Facilitator Guide	x		x	x	x	x			x	x	x		This curriculum targets frontline supervisors and managers regarding the development and use of effective recruitment, retention, and training strategies.	<a href="http://www.rtc.umn.edu/pdf/rrd_facguide.pdf">http://www.rtc.umn.edu/pdf/rrd_facguide.pdf</a>
Removing the Revolving Door: Strategies to Address Recruitment and Retention Challenges Learner Guide	x		x	x	x	x			x	x	x		This curriculum targets frontline supervisors and managers regarding the development and use of effective recruitment, retention, and training strategies.	<a href="http://www.rtc.umn.edu/pdf/rrd_lrnguide.pdf">http://www.rtc.umn.edu/pdf/rrd_lrnguide.pdf</a>
College of Frontline Supervision	x		x	x	x	x			x	x		x	The College of Frontline Supervision gives you access to a wealth of information and online tools. They are designed to help you track and reduce turnover of people in direct support roles. While the primary audience of the CFS is frontline supervisors, much of the content is useful to anyone who hires, fires, or trains direct support professionals .This includes family members or individuals with disabilities who hire their own direct support professionals.	<a href="http://rtc.umn.edu/cfs/main/">http://rtc.umn.edu/cfs/main/</a>
Staff Training Store: Quality Mall	x		x	x	x					x			Products needed for training direct support personnel.	<a href="http://www.qualitymall.org/directory/dept1.asp?deptid=12">http://www.qualitymall.org/directory/dept1.asp?deptid=12</a>
The Community Support Skill Standards (CSSS)	x		x	x									These standards will be used as output criteria for the development of career education programs in secondary and post-secondary schools, and work places throughout the country. The National Skill Standards Board, recently authorized by federal legislation, is charged with the goal of shaping and integrating this national system of voluntary skill standards.	<a href="http://www.hsri.org/dworkforce/csss/aboutcsss.html">http://www.hsri.org/dworkforce/csss/aboutcsss.html</a>
An Independent Evaluation of the Quality of Services and System Performance of Minnesota's Medicaid Home and Community Based Services for Persons with Mental Retardation and Related Conditions	x		x				x	x					This report summarizes the findings of a comprehensive evaluation of Minnesota's Medicaid Home and Community-Based Services (HCBS) "waiver" program. The Executive Summary presents key findings, positive accomplishments, remaining challenges and recommendations from the full report. The technical report includes many findings related to the impact of workforce issues on individuals with disabilities, direct support professionals and organizations.	<a href="http://www.rtc.umn.edu/pdf/waiver_report.pdf">http://www.rtc.umn.edu/pdf/waiver_report.pdf</a>

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Issues in the Direct Support Workforce and their Connections to the Growth, Sustainability and Quality of Community Supports (PDF)	x		x				x		x	x			The complexity of the current direct support workforce crisis, the effects of this crisis on various stakeholder groups and potential strategies to address them will be further explored throughout this paper. Relevant research, policy, reports and other resources related to these topics will also be summarized.	<a href="http://www.rtc.umn.edu/pdf/hcfa.pdf">http://www.rtc.umn.edu/pdf/hcfa.pdf</a>
The National Alliance for Direct Support Professionals Code of Ethics	x		x						x				Developed by the NADSP, the Code is intended to serve as a straightforward and relevant guide for DSPs as they resolve the ethical dilemmas they face every day, and encourages them to achieve the highest ideals of the profession.	<a href="http://www.nadsp.org/library/code.html">http://www.nadsp.org/library/code.html</a>
The College of Direct Support	x		x										Serves as an online educational resource for Direct Support Professionals providing direct support to individuals with developmental disabilities.	<a href="http://www.collegeofdirectsupport.com/">http://www.collegeofdirectsupport.com/</a>
Training Experiences Satisfaction Survey	x		x										This survey focuses specifically on satisfaction with training.	<a href="http://www.rtc.umn.edu/pdf/trainingsurvey.pdf">http://www.rtc.umn.edu/pdf/trainingsurvey.pdf</a>
Staff Supervision and Management Store: Quality Mall	x			x		x	x	x	x	x			Products on the skills needed by supervisors, consumers, and families for supervising direct support providers.	<a href="http://www.qualitymall.org/directory/dept1.asp?deptid=11">http://www.qualitymall.org/directory/dept1.asp?deptid=11</a>
The Peer Empowerment Program (PEP): A Complete Toolkit for Planning and Implementing Mentoring Programs Within Community-Based Human Services Organizations Facilitator Guide	x				x								This planning guide and curriculum for supervisors and agency staff focuses on socialization and skill development for new employees.	<a href="http://www.rtc.umn.edu/pdf/pep_facguide.pdf">http://www.rtc.umn.edu/pdf/pep_facguide.pdf</a>
The Peer Empowerment Program (PEP): A Complete Toolkit for Planning and Implementing Mentoring Programs Within Community-Based Human Services Organizations Learner Guide	x				x								This planning guide and curriculum for supervisors and agency staff focuses on socialization and skill development for new employees.	<a href="http://www.rtc.umn.edu/pdf/pep_lrnguide.pdf">http://www.rtc.umn.edu/pdf/pep_lrnguide.pdf</a>
Staff Recruitment and Retention Store: Quality Mall	x					x				x			Information on recruiting and retaining employees who provide direct support to people with disabilities.	<a href="http://www.qualitymall.org/directory/dept1.asp?deptid=10">http://www.qualitymall.org/directory/dept1.asp?deptid=10</a>
Assessing Retention Outcomes	x					x						x	This document will help you to determine your turnover and vacancy rates to choose strategies for retention, identify reasons your agency experiences turnover, and provide a benchmark for how well current interventions are working.	<a href="http://www.rtc.umn.edu/pdf/retention.pdf">http://www.rtc.umn.edu/pdf/retention.pdf</a>
New Staff Survey	x					x						x	This survey assesses the extent to which a new employee's experiences matched his or her expectations. Averages scores of less than 4 on the five point scales identify areas in which better information should be provided during the hiring process.	<a href="http://www.rtc.umn.edu/pdf/newstaffsurvey.pdf">http://www.rtc.umn.edu/pdf/newstaffsurvey.pdf</a>
The Power of Diversity: Supporting the Immigrant Workforce Facilitator Guide	x					x							This curriculum is designed to help supervisors and other agency staff find, support, and retain immigrant workers.	<a href="http://www.rtc.umn.edu/pdf/iw_facguide.pdf">http://www.rtc.umn.edu/pdf/iw_facguide.pdf</a>
The Power of Diversity: Supporting the Immigrant Workforce Learner Guide	x					x							This curriculum is designed to help supervisors and other agency staff find, support, and retain immigrant workers.	<a href="http://www.rtc.umn.edu/pdf/iw_lrnguide.pdf">http://www.rtc.umn.edu/pdf/iw_lrnguide.pdf</a>
Staff Satisfaction Survey	x								x			x	This survey is a general satisfaction survey for staff. It also collects opinions about the best aspect of organizations, what organizations can do differently to help people in their jobs, factors that make people want to leave and factors that make employees want to stay at the organization.	<a href="http://www.rtc.umn.edu/pdf/staffsatisfaction.pdf">http://www.rtc.umn.edu/pdf/staffsatisfaction.pdf</a>
Policy Research Brief	x									x			A newsletter summarizing research on policy issues affecting persons with developmental disabilities. Published by the Institute's Research and Training Center on Community Living.	<a href="http://ici.umn.edu/products/newsletters.html#prbrief">http://ici.umn.edu/products/newsletters.html#prbrief</a>
Annual DSS Turnover and Vacancy Rate Worksheet	x											x	This form will help you to determine your turnover and vacancy rates to choose strategies for retention, identify reasons your agency experiences turnover, and provide a benchmark for how well current interventions are working.	<a href="http://www.rtc.umn.edu/pdf/turnover.pdf">http://www.rtc.umn.edu/pdf/turnover.pdf</a>

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Exit Survey	x												x This is an adaptation of the staff satisfaction survey specifically designed to learn the opinions of staff who are leaving. Because the questions are parallel, scores can be compared to those for staff who are current employees.	<a href="http://www.rtc.umn.edu/pdf/exitsurvey.pdf">http://www.rtc.umn.edu/pdf/exitsurvey.pdf</a>
The Minnesota Frontline Supervisor Competencies and Performance Indicators	x												The Frontline Supervisor Competencies and Performance Indicators identifies competencies required of frontline supervisors providing community support services to people with developmental disabilities to foster the development and implementation of excellence in service provision.	<a href="http://www.rtc.umn.edu/pdf/flsupcom.pdf">http://www.rtc.umn.edu/pdf/flsupcom.pdf</a>
Training Needs Assessment - FLS version	x												This survey lists each of the competency areas and specific skills from the Minnesota Frontline Supervisor Competencies and Performance Indicators and asks frontline supervisors to prioritize their most important training needs.	<a href="http://www.rtc.umn.edu/pdf/trainingneedsfls.pdf">http://www.rtc.umn.edu/pdf/trainingneedsfls.pdf</a>
Frontline Supervisor Self-Assessment	x												This assessment tool is designed to help Frontline Supervisors identify their current level of skill in the Minnesota Frontline Supervisor Competencies and Performance Indicators, and to serve as a basis for a self-development plan in these areas.	<a href="http://www.rtc.umn.edu/pdf/selffls.pdf">http://www.rtc.umn.edu/pdf/selffls.pdf</a>
Policy Research Brief: National Voluntary Credentialing for Workers (1996) (PDF)			x	x						x			This Policy Research Brief summarizes the results of a study conducted at the Research and Training Center on Residential Services and Community Living, Institute on Community Integration, University of Minnesota, in 1995.	<a href="http://www.rtc.umn.edu/pdf/credentialing.pdf">http://www.rtc.umn.edu/pdf/credentialing.pdf</a>
Department of Labor Apprenticeship Guidelines for Direct Support Professionals (PDF)			x	x									Department of Labor Apprenticeship Guidelines for Direct Support Professionals	<a href="http://www.rtc.umn.edu/pdf/DOLApprenticeshipGuidelines.pdf">http://www.rtc.umn.edu/pdf/DOLApprenticeshipGuidelines.pdf</a>
Policy Research Brief: Training Issues for Direct Service Personnel Working in Community Residential Programs for Persons with Developmental Disabilities (1994) (PDF)			x										This Policy Research Brief focuses on training of direct service personnel working in community residential services for persons with developmental disabilities. It summarizes three studies conducted at the Research and Training Center on Residential Services and Community Living, University of Minnesota.	<a href="http://www.rtc.umn.edu/pdf/training.pdf">http://www.rtc.umn.edu/pdf/training.pdf</a>
Community Residential Core Competencies			x										Describes needed competencies for direct support staff working in community residential services for people with developmental disabilities.	<a href="http://www.rtc.umn.edu/pdf/analysis.pdf">http://www.rtc.umn.edu/pdf/analysis.pdf</a>
Training Needs Assessment - DSP Version			x										This survey lists each of the competency areas and specific skills from the Residential Version of the Community Supports Skill Standards and asks DSPs to prioritize their most important training needs.	<a href="http://www.rtc.umn.edu/pdf/trainingneedsdsp.pdf">http://www.rtc.umn.edu/pdf/trainingneedsdsp.pdf</a>
Direct Support Professional Self-Assessment			x										This assessment tool is designed to help Direct Support Professionals identify their current level of skill in the Community Support Competency Skills Standards, and to serve as a basis for a self-development plan in these areas.	<a href="http://www.rtc.umn.edu/pdf/selfdsp.pdf">http://www.rtc.umn.edu/pdf/selfdsp.pdf</a>
Personnel Initiative '97: A Comprehensive Workforce Development Plan for Human Service Workers (1997) (HTML)				x						x			This document identifies specific short and long-term strategies to address workforce challenges and makes recommendations regarding legislative action that would be necessary to carry out these solutions.	<a href="http://www.rtc.umn.edu/wddsp/personnel2.html">http://www.rtc.umn.edu/wddsp/personnel2.html</a>

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Recruitment Issues for Minnesota Agencies Serving People with Developmental Disabilities or Severe and Persistent Mental Illness: Final Report Executive Summary (1997) (HTML)						x							This study describes recruitment challenges faced by 144 randomly selected residential, vocational, in-home support, and mental health agencies in Minnesota (of 488 eligible agencies). The agencies in this study employed 9,591 direct support workers (DSWs) and 1,026 first line supervisors. Based on these numbers, the number of direct support workers statewide is estimated at 32,503 and the number of first line supervisors is estimated at 3,477.	<a href="http://www.rtc.umn.edu/wddsp/recruitment2.html">http://www.rtc.umn.edu/wddsp/recruitment2.html</a>
Recruitment Source Effectiveness						x							This chart can be used to evaluate the effectiveness of recruitment strategies. Use this form to calculate which recruitment source yielded the highest percentage of actual hires.	<a href="http://www.rtc.umn.edu/pdf/sourceeffectiveness.pdf">http://www.rtc.umn.edu/pdf/sourceeffectiveness.pdf</a>
Effect of Recruitment Sources on Retention						x							This chart can be used to determine which recruitment sources yielded the greatest percentage of new hires who stayed in the organization for at least a year.	<a href="http://www.rtc.umn.edu/pdf/sourceretention.pdf">http://www.rtc.umn.edu/pdf/sourceretention.pdf</a>
Effectiveness of Recruitment and Hiring Bonuses						x							This chart can be used to calculate whether people who received a bonus were more likely to stay than people who did not receive a bonus.	<a href="http://www.rtc.umn.edu/pdf/bonus.pdf">http://www.rtc.umn.edu/pdf/bonus.pdf</a>
Checklist of Effective Recruitment Strategies						x							This chart can be used to assess how many creative strategies this organization is using now, the extent to which those strategies are working, and whether the organization would like to start using the strategy in the future.	<a href="http://www.rtc.umn.edu/pdf/recruitmentchecklist.pdf">http://www.rtc.umn.edu/pdf/recruitmentchecklist.pdf</a>
Direct Support: A Realistic Job Preview						x							Read about or order a copy of this professionally produced 22-minute video illustrating the real, everyday work of direct support professionals.	<a href="http://www.rtc.umn.edu/wddsp/rjp.html">http://www.rtc.umn.edu/wddsp/rjp.html</a>
Policy Research Brief: Wages of Direct Support Professionals Serving Persons with Intellectual and Developmental Disabilities: A Survey of State Agencies and Private Residential Provider Trade Associations (2003) (PDF)							x					x	This brief summarizes the results of a survey of state agencies administering services for persons with intellectual disabilities and developmental disabilities (ID/DD) and state-level residential service provider trade associations.	<a href="http://www.rtc.umn.edu/pdf/142.pdf">http://www.rtc.umn.edu/pdf/142.pdf</a>
Direct Support Professionals/ Workforce Development Links												x	Links to other websites with resources about workforce issues	<a href="http://www.rtc.umn.edu/wddsp/links.html">http://www.rtc.umn.edu/wddsp/links.html</a>
Frontline Initiative			x						x				This newsletter is dedicated to promoting the interests of Direct Support Professionals by encouraging a better trained, more respected, and more involved workforce. Frontline Initiative is a project of the National Alliance for Direct Support Professionals and is published by the Research and Training Center on Community Living at the University of Minnesota's Institute on Community Integration. Cost of one year subscription: \$10.00, orders of 20 or more are \$5.00 per subscription. Sorry, we are unable to accept credit cards or purchase orders for <i>Frontline Initiative</i> .	<a href="http://www.nadsp.org/library/periodic.html">http://www.nadsp.org/library/periodic.html</a>
A Guide to High Quality Direct Service Personnel Training Resources			x										This publication is designed to assist agencies providing services to people with developmental disabilities in identifying, selecting and acquiring high quality training curricula that can assist them in providing training for their direct service personnel.	<a href="http://134.84.215.92/resource/">http://134.84.215.92/resource/</a>
IMPACT			x										A quarterly newsletter containing in-depth articles on research, practices, philosophies, and trends in specific focus areas related to persons with developmental disabilities. Provides practical information useful to educators, service providers, families, advocates, and other professionals in a variety of fields.	<a href="http://ici.umn.edu/products/newsletters.html#impact">http://ici.umn.edu/products/newsletters.html#impact</a>

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Market Analysis Survey						x				x			This survey can be used to learn about the demographic and work characteristics of employees in an organization, county, or state. It was developed for use in Ohio for a recruitment campaign.	<a href="http://www.rtc.umn.edu/pdf/marketanalysis.pdf">http://www.rtc.umn.edu/pdf/marketanalysis.pdf</a>
Workforce Status and Outcomes Survey						x						x	Helps to determine your success in recruitment and retention efforts.	<a href="http://www.rtc.umn.edu/pdf/statusandoutcomes.pdf">http://www.rtc.umn.edu/pdf/statusandoutcomes.pdf</a>
Realistic Job Preview Overview						x							Realistic Job Previews (RJP) are any method an agency or business uses to help prospective employees get a balanced picture of the positive and negative aspects of the work they will be doing and the organizational climate, prior to the offer of a position. This overview compares various RJP methods.	<a href="http://www.rtc.umn.edu/pdf/rjp.pdf">http://www.rtc.umn.edu/pdf/rjp.pdf</a>
Structured Interview Questions						x							Sample questions for personnel reviews based on the Community Support Skill Standards.	<a href="http://www.rtc.umn.edu/pdf/interview.pdf">http://www.rtc.umn.edu/pdf/interview.pdf</a>
Direct Support Professional Recruitment Toolkit						X							This toolkit includes sample marketing materials for seven specific targeted groups: stay at home moms/dads, college students, Gen-Yers, seniors, faith-based communities, Spanish speaking communities and displaced workers. The toolkit includes brochures, flyers, newspaper ads, and recruitment cards for each group. Materials are provided in print and in Microsoft Word, and Adobe PageMaker formats. You can use the CD to customize the materials for your organization or you can purchase customization services.	Cost: The toolkit is available for \$25. Two customization options are also available. Contact the Research and Training Center on Community Living, 204 Pattee Hall, 150 Pillsbury Drive SE, Minneapolis, MN 55455 to purchase copies. Call 612-625-1566, email mclco0001@umn.edu for information about the customization options.
Agency Plan Hints and Sample												x	Agency Plan Hints and Sample is a tool to use when completing your agency plans. We have also included a sample plan in this document for review. It will help you think about many of the things you need to include or at least think about when preparing your specific agency plan.	<a href="http://www.rtc.umn.edu/pdf/agencyplanhintsandsampleplan.pdf">http://www.rtc.umn.edu/pdf/agencyplanhintsandsampleplan.pdf</a>
NADSP Moving Mountains Commitment Poster												X	A poster describing a set of workforce principles developed by the National Alliance for Direct Support Professionals (NADSP) to encourage organizations and individuals to adopt policies and practices that result in a competent, committed direct support workforce. Poster is 16" x 20", metallic green and black. Produced by NADSP in collaboration with the Institute's Research and Training Center on Community Living.	<a href="http://ici.umn.edu/search/productsearch.taf?_function=detail&amp;Layout_0_uid=33172&amp;_UserReference=2218EEA846F373A4C5920E54">http://ici.umn.edu/search/productsearch.taf?_function=detail&amp;Layout_0_uid=33172&amp;_UserReference=2218EEA846F373A4C5920E54</a>