

# Florida Provider Network



University of South Florida, Division of Applied Research and Education Support  
Funded by the Florida Developmental Disabilities Council



James DeBeaugrine, newly appointed executive director of APD, talks of his vision for the agency, as Governor Crist looks on.

## Employment as Public Policy

### DeBeaugrine Appointed New Director of Agency for Persons with Disabilities

Governor Charlie Crist has announced the appointment of James DeBeaugrine of Tallahassee to serve as executive director of the Agency for Persons with Disabilities (APD). DeBeaugrine has served as the agency's interim director since May and previously as the agency's deputy director for budget and planning since August 2007.

Before coming to APD, DeBeaugrine, 49, served the Legislature as the staff director for the House of Representatives Justice Appropriations Committee since 1997. After a one-year

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## Building New Leadership in Florida for Employment and Transition

### Florida SE Training Grant Begins Third Year Activities

The University of South Florida, Florida Center for Inclusive Communities (FCIC), a University Center for Excellence in Developmental Disabilities (UCEDD), is now in the process of reviewing applications for the Supported, Competitive Integrated Employment Training Team (SCIETT) Project funded through the Florida Developmental Disabilities Council, Inc.

During this, the third year of the SCIETT Project, two additional sites will be chosen where staff will receive intensive training and technical assistance focusing on supported employment options for persons with developmental disabilities.

Upon completion of the training, a member of the SCIETT team, composed of Dr. Lise Fox, Dr. Marc J. Tasse, Brenda Clark, Sharrine Garrett and Dale DiLeo, will work with the staff at the pilot sites to assess their needs and develop an action plan for implementing the training in their local communities.

The SCIETT project is also developing a statewide training team that will deliver supported employment training and technical assistance to staff at the pilot sites. The comprehensive supported employment training curriculum, developed in Year One and based on proven best practice models that lead to integrated, community-based employment options, will be used to train the pilot site team members.

Year One and Two SCIETT pilot sites include a diverse representation of stakeholders from Panama City, Osceola County, Brevard County, Broward County, and West Palm Beach. These six sites will continue to receive support from the SCIETT Project during Year Three. A work group established during Year One, which includes representatives from the existing pilot site teams, will provide valuable input in developing an array of methods to ensure sustainability for ongoing supported employment training and technical assistance.

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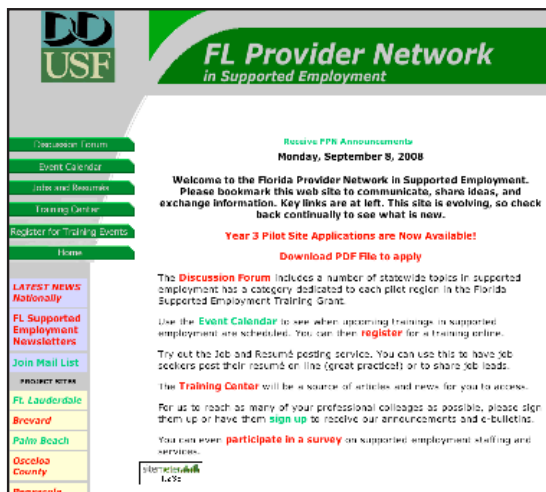


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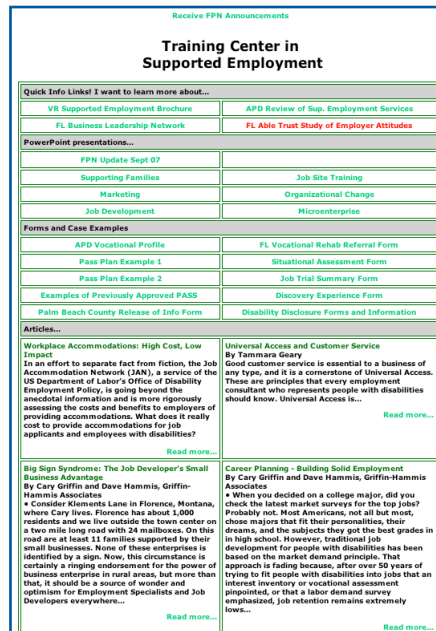
# Florida Provider Network Update...

Another key component of the Project is the Florida Provider Network (FPN) which is made up of all the team members from each of the pilot sites. Brenda Clark, the Project Director, facilitates the FPN periodic statewide meetings and encourages information sharing among the team members. Team members use these meetings as opportunities to showcase success from their local communities, present challenges through case study presentations, and receive technical assistance. Dale DiLeo, recognized for his knowledge and skills in developing successful methods for supporting quality of life outcomes for people with disabilities, also provides intensive training during these meetings.

Dale has developed the FPN web site, which includes a discussion forum, an event calendar, a database survey and this newsletter. The home page is below, and can be found at: <http://www.flse.net/flprovidernetwork/fpn.asp>.



Visitors to the website can also find employment opportunities and provide ongoing support to those involved in the SCIETT project. In addition, the site offers a training center of downloadable articles and other resources (see below).



Electronic bulletins will also be periodically disseminated to alert supported employment practitioners about Florida and national news, as well as grants and employment-related research that impacts their services. This site will be further enhanced during Year Three to facilitate statewide communication and input of data.

**Join the Florida Provider Discussion Board on the Web:**  
<http://bb.flsupportedemployment.com/phpBB3/>

## DeBeaugrine New Director of Agency for Persons with Disabilities

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internship with the House of Representatives Committee on Appropriations, he became an analyst for the House Health and Human Services Appropriations Committee in 1989. He earned a bachelor's degree in social services and a master's degree in public administration from Florida State University.

"I am honored that Governor Crist has expressed confidence in my ability to ensure the health and safety of the people our agency serves and to assist them in receiving the critical services and support they need to reach their full potential both at home and in the community," said DeBeaugrine. "I will work diligently to ensure that the agency fulfills this mission, and I look forward to continuing to work with stakeholders and service providers throughout the state to improve the lives of people with disabilities."

"While serving as an analyst and staff director for the Florida House of Representatives, Jim gained considerable experience with Florida's programs that serve persons with disabilities," Governor Crist said. "I am confident the expertise Jim gained both there and during his 12 months at the agency will prove helpful in continuing to provide quality services to persons with disabilities and their families and caregivers."



# Job Analysis & Job Design

By Dale DiLeo

Let us begin at the beginning of the job acquisition process. A job offer has been made to a worker you support. As the worker moves through the initial stages of employment, from job design to orientation, from initial training to job modifications, you will always be looking at ways for you, the worker, the supervisor, the co-workers and the setting to solve challenges that come up. Everyone has gifts of performance and areas where support is needed to accomplish something. Your focus should depend on the prospective employee's capabilities and limitations and the expectations of the employer. Your first challenge will be to identify potential mismatches between the two.

One of your initial tasks, then, is to match the skills of the worker with what the employer needs to get accomplished. Most businesses design and advertise job positions based primarily on past experience, common sense, what similar businesses are doing and occupation labels. A rigid approach to hiring such as this discriminates against job seekers with different backgrounds and abilities.

Pre-established job positions can become barriers to employment for people with severe disabilities. Applicants to fill pre-established openings are judged on their ability to carry out the whole set of job functions and are compared with other applicants for the same opening. Such a competition will rarely be an advantage to a worker with a disability.

The ability of the employment specialist to facilitate the best possible training, work expectations and worker support for the employer and the supported employee is based on a good job analysis. It is one way of offering a creative and effective alternative to restrictive hiring. There are numerous aspects of jobs that provide potential areas for analysis. (See box on next page.) Analyzing a job in-depth requires

the employment consultant to interview key workers and observe the job firsthand on different occasions. The more you invest in this process over time, the more detailed, accurate and useful your job analysis will be.

It is good business when each employee adds value in excess of what he or she costs. An employment consultant acts as a broker in job negotiation and design to arrange a satisfactory arrangement so that both parties will benefit.

## Understanding Job Performance

The first step to help someone be more productive is to understand how a job is performed. This means two sets of things:

- understanding the tasks themselves and
- understanding the context in which they are performed.

Let's start first with the context of the setting. This includes analyzing equipment, environment, the nature of the work, the procedures used, materials and other aspects of the job site. There are several kinds of things to look for in a work setting:

**Set-Up:** A quick way of recording information is to use a digital camera. (Make sure you obtain permission from the employer.) Take pictures from various angles of the work area and its set-up.

**Motions:** Estimate positions of furniture, pathways, tabletops and equipment to be used. Note co-workers movements and how they relate to the job.

**Processes:** Observe and take notes on methods, times and materials.

**Supervision:** Determine the chain of command.

**Performance:** What are the expectations for work completion, accuracy and timeliness?

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# Job Analysis and Job Design

**Social/Cultural:** What are the social norms expected? This includes breaks, eating, greetings and other aspects of the workplace.

**Work Shifts:** What are the days and hours needed and expected for this job? Try to design a work schedule that includes the social rhythms of the workday and week.

**Initial Training:** Determine the expectations for how a new worker is to learn the tasks, setting and rituals of the workplace.

Based on your observations and research of the setting, compile the list of job tasks required to successfully perform the task.

- Note all necessary machinery and tools (on separate sheet).
- Talk with co-workers to learn any “tricks of the trade.”
- Field test the job analysis by observing a co-worker completing the tasks.
- Determine the most efficient procedures to complete each task.
- Reduce unnecessary worker movement when completing the tasks.
- Have the final job analysis approved by the employer/supervisor.
- Give the employer a copy for his/her records.

## Advanced Features of Job Designs

For a comprehensive review of a job, you might also consider the “finer points” of what the worker will need to succeed on the job. This includes:

**Overlapping Tasks:** Note workers who often complete jobs together and usually try to work as a team.

**Shared Places, Tools and Equipment:** Find those common spaces where informal communication takes place.

**Contact for Problems and Information:** Include whom to contact for problems, something unusual or an accomplishment.

**Politics:** Learn political realities such as completing certain tasks first so that key people are satisfied. There are other features to consider to complete the job analysis, such as learning more about the sometimes complex formal and informal rules of the workplace culture. But for now, if you do a thorough analysis on job performance, studying both the setting and the tasks, you will have a good start to helping the worker you support succeed.

## Using Direct Observation in Job Analysis

With direct observation, the employment consultant

### Key Components of Job Analysis

- job responsibilities and tasks
- the general work environment
- the specific work location
- tools, equipment and furniture used
- salary and benefits
- type of supervision, standards, expectations, and form of evaluation
- work schedule and flexibility
- co-worker and customer interactions and relationships
- policies, rules and personnel procedures
- breaks before and after work routines
- sources of training and social support
- features of the workplace culture

can obtain first-hand knowledge about the job by watching an experienced worker perform. This can be invaluable. Other job analysis methods (such as an interview or questionnaire) allow the job analyst to obtain this information only indirectly. One problem with direct observation is that the presence of an observer may cause the worker to alter normal work behavior. It is thus important to be unobtrusive in observations.