

Employer Case Study

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The Organization

- Challenge: Change from consulting firm to social services agency
- Opportunities: Create a new way of providing services
- Limitations: Federal and state government regulations and contract requirements



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The Tasks

- Assist participants in self-direction and self-determination in a Medicaid program
- Case noting/documentation
- Health and safety requirements
- Guiding individuals through the program's requirements and objectives
- Part time



The People



- Not your typical social worker
- Non-degreed
- Retired teachers and social workers, parents of individuals with disabilities, older adults, etc.
- Varied experiences
 - Including having a disability and/or family members with disabilities or frail elders
- Creative thinkers



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The Environment

- Physical: Statewide, remote staff + centralized office
- Social: Centralized, dynamic, risk tolerant, employee-centric



The Technology



- Home computers and phones
- Customized enterprise database
- Federal and state regulations
- Personal vehicles

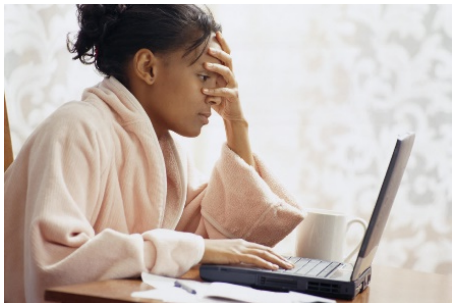
First Two Years – The Good:

- Program grew well beyond expectations.
- Hired creative people with varied experiences.
- Focused on self-direction and self-determination vs. technical aspects of program.
- Developed training program that met program requirements.



First Two Years – The Bad:

- Employees lacked computer skills, documentation skills and knowledge of government rules and regulations.
- Poor technology at home
- Grew so quickly - without the required human and technical infrastructure.
- Hundreds of staff without proper supervision, communication channels, technology and proper working environment.



First Two Years – The Ugly:

- Program deliverables not being met
- Employees struggling with complexity of the program and their roles
- Customer complaints
- Negative publicity
- High turnover



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How Did We Fix It?

- Recognized the value of all our productive employees.
- Listened to staff as individuals.
- Listened to customers as individuals.
- Focused on collaboration.



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How Did We Fix It?

*Redesigned the **Organization** and the **Environment**.*

- Specific change management program with multiple work groups and diverse group members
- More regionalized and person-focused decision making
- Less risk tolerant
- Improved communications tools
- Front-line supervision and regional management added
- Home office assessments
- Full-time & part-time



How Did We Fix It?

*Analyzed the gap between our **People's** skill set and program and participant needs.*

- Job analyses
- Employee surveys
- Listening sessions



How Did We Fix It?

*Redefined the essential **Tasks** of the job and the minimum knowledge skills and abilities required.*

- Updated job description
- Revised interview questions
- Re-tooled training program – NEO, onboarding, required training and ongoing learning

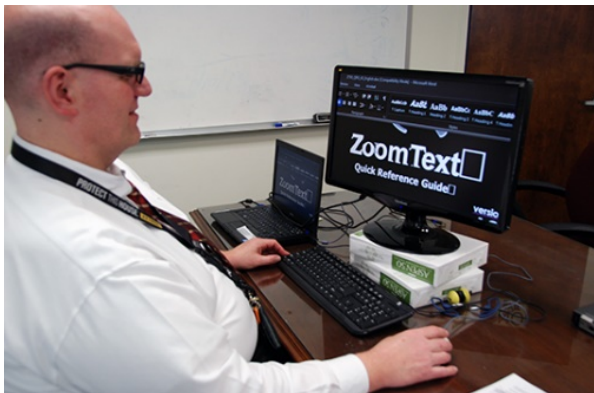


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How Did We Fix It?

*Ensured required **Technology** was in place to support employee and organizational success.*

- Intranet
- Company issued equipment
- Individual assessments of employees' needs
- Revised training



Now – The Good:

- Continued growth – organization, staff and customers
- More targeted recruitment and successful hiring
- Empowered employees with longevity
 - Less turnover
 - More staff able to train and lead others
- Higher marks of satisfaction – customer and staff

Now – The Bad:

- Some employees were unable to complete the new, essential tasks or meet the minimum requirements.
- Supervisors and managers had huge learning curve.
- Central staff felt loss of power and influence.
- Upcoming technology changes will require training analyses and other changes.
- More change!



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How to Fight the “Bad” and Deal with Future Change?



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Questions?

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