Effective Job Coaching Supports: 
*Using Both Natural Supports and Systematic Instruction*

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# Changing Role of Job Coach

- Total control
- Expert
- Trainer
- Rule-maker
- One customer
- Setting structure

<table>
<thead>
<tr>
<th>Empowering</th>
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<tbody>
<tr>
<td>Facilitator</td>
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<tr>
<td>Consultant</td>
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<td>Interpreter</td>
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<td>Many customers</td>
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<td>Thriving on chaos</td>
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From Coach...

- Individual
- Support Professional
- Community Members
- Coworkers
- Supervisor
- Family
To Consultant...

Individual
Family
Coworkers
Supervisor
Community Members
Support Professional
Which is more important for you to do as a job coach?

- Train the new worker in their job duties?

  OR…

- Facilitate natural supports and social inclusion in the workplace?
Finding the Balance

• Careful attention to both is needed for employment success!
• The ability to blend good teaching with the development of natural supports
What are Natural Supports?

- Support that originates from within, rather than from without, a workplace or community system
- Support that is consistent with the culture of the workplace or community system
- Support that is typically available and/or perceived as usual
- Can occur automatically in the workplace, or can be facilitated by job coach
Sources of Support

Internal
- Co-worker Mentor
- Supervisor

External
- Family
- Friends

Organizational
- Employment Specialist
- Labor Union

Personal
- Co-worker Mentor
- Supervisor
- EAP Wellness Program
- Company Parties
Typical Workplace Supports

• Training & orientation
• Friendships
• Supervision & problem solving
• Advocacy / Human Resources / EAPs
• Transportation
• Social Events / Down Time
• Career Development / Advancement
• What else?

How do you find out what is available onsite?
Natural Supports for $100…

For natural supports to occur, the job coach should simply wait to see what naturally happens, and then intervene?

☐ True
☐ False
Natural Supports for $500…

“Natural Supports” and “Traditional Job Coaching” are two entirely different models of supported employment. You can use one approach or the other but not both at the same time.

☐ True
☐ False
Natural Supports begin:
A. Once an individual has mastered the tasks of a job and is stable.
B. The first day a person starts a job.
C. When the job developer first meets an employer.
D. During the first encounter agency staff have with an individual.
Natural Supports: Core Beliefs

• A natural feature of the workplace
• Each workplace has its own culture
• Social integration comes first
• External support has positive and negative effects on the workplace
Natural Supports for $5000…

Natural Supports and social inclusion are important because:

A. They reduce dependence on long-term job coach supports.

B. They increase the likelihood of long-term success.

C. People with disabilities will not be integrated and accepted into the culture without natural supports.

D. A fundamental goal of community employment for people with disabilities is expanding the ability of society to support & include people with disabilities.

E. All of the above.
What is Systematic Training & Instruction?

- **Analysis**
  - job analysis
  - task analysis
  - assess learning style

- **Task Design**
  - task adaptations

- **Direct Instruction**
  - providing assistance
  - error correction
  - reinforcement
  - ongoing assessment
Systematic Training & Instruction (cont.)

• *Maintenance and Generalization*
  - fading assistance
  - self-management strategies
  - stabilizing employer turnover
  - **facilitating natural supports**

**primary approach - don’t necessarily wait for “maintenance” phase**
Direct Instruction (prompts)

• Demonstration: showing how to perform task
• Verbal: telling how to do a task
• Gestures: pointing, motioning with your hands
• Physical Assistance: hand-on-hand approach
• Others: written symbols, instructions, audio tapes, physical adaptations, etc.
Prompting allows you to:

- Minimize errors
- Minimize risks
- Efficient learning and task performance
- Control the task variables

Risks: staff as primary trainer
(There is no free lunch)

- Not part of natural environment
- Dependence on trainer
- May be reinforcing
Why Task Analysis
(breaking down task into steps)

• Basis for systematic training
• Consistent sequence of steps
• Allows multiple trainers
• Identifies natural cues
• Accurate assessment
Developing a Task Analysis

1. ID the setting, materials & supplies
2. Observe task being performed
3. Perform the task
4. List action steps (must result in observable behavior & visible change)
5. Fine tune & match to learning style
6. Validate with supervisor (if not already involved)
7. Identify natural cues for each step
8. Consider efficiency & eliminate need for judgment
The Magic Formulas!!

**Training**
1. Know the task
2. Know the environment
3. Know the person

**Natural Supports**
1. Use what is there
2. Adapt what is there
3. Supplement what is there
Blending Training & Natural Supports

- Clear understanding of roles and expectations by everyone
- Job design
- Job entry
  - How is training arranged?
  - Working with Coworkers and Supervisors
- Working with the employee with disabilities
Employer’s Role

• Introductions, orientation & training
• Work assignments
• Policies and procedures
• Performance evals / firing
• Quality assurance
• Inclusion in company activities
• Job modification, accommodations & problem solving
Job Design

Starts during job development process…

• Schedule
  – Start/end times
  – Breaks
  – work gatherings, outings, recreational activities
• Target shared or similar positions
• Intersecting and overlapping tasks
• Shared tools and equipment
• Allow flexibility in job duties
Sample Facilitation Strategies: Job Design

• Restructured Work Tasks
  - Devised checklist, production graph and structured routine for employee
  - Added answering phone to increase interaction
  - Deliver instruments directly to staff members
  - Added an additional mail run to work schedule
Job Entry

How will you facilitate orientation, training and supervision?

How will you pitch your role?
Job Entry

- Orientation and introductions
- Task assignment
- Training
  - Mentor relationships
  - Training and support structure
- Social relationships
  - Workplace social routines
  - Common interests
Negotiating Job Entry

• How do you train and orient new employees?
• Who would be a good mentor?
• Who will give work assignments?
• We are available to offer support to the trainer, to assist with adaptations or modifications, or to assist with training. Use us as a resource.
Ari - bank
Job Site Intervention
Coworkers and Supervisors

- Learning style & communication
- Support for teaching job tasks
  - Least intrusive prompting
  - Effective techniques & reinforcers
- Specific instructional supports
  - Task analysis, checklists, accommodations, color-coded cues
- Consultation as needed
Phil - Cablevision

Challenges

• Speed
• Complex calls
• Social interaction (bumming food, …)
• Time to negotiate building on breaks

How support an intervention that incorporates coworker support?
Coworker Supports: Phil

- Work station setup
- Daily quota review
- Adapted break schedule
- Stocking work
- Call assistance
Work supports

• Encouraged servers to interact and share materials when they roll silverware prior to restaurant opening
• Helped coworker design task checklist
• Asked coworker to direct to tasks.
• Devised method with supervisor to self check his work before passing it on to next department
• Suggested to supervisor that he speak clearly, step by step, and then have Michael repeat directions back
Working with the Employee

- Workplace culture
  - Gather info
  - Learn about “unwritten” rules
- Requesting support
  - Identify a “champion” or mentor
  - Role playing, scripts, etc.
- Social interaction
  - Make the coffee
  - Circulate the birthday card
Most common workplace interactions?
Most Common Workplace Interactions

- Joking
- Teasing
- Helping with work
- Chatting casually
- Discussing work
- Having coffee or meals together
- Discussing personal life
- Asking for or giving personal advice
- Teaching a work task

Survey Says

Henderson & Argyle, 1985
Assessing Workplace Culture

- Social customs
- Social activities
- Space
- Company image
- Ownership and territory
- Eating and drinking
- Pace of work
- Cliques
- Ceremonies and celebrations
- Humor
Steps for Making Connections

• Identify interests, gifts, & contributions
• Prospect for possible connections
  – Where can interests be expressed?
  – Who do I know in these places? Who can I ask?
  – Identify opportunities for relationships
• Make introductions
  – Locate a host to make introductions
• Continue to support the relationship
Implications for Job Coaching

• Increase time spent on consultative intervention
• Facilitating natural supports requires proactive intervention
• Seek supportive workplace cultures
• Facilitate workplace relationships
  – Ensure access to social opportunities & social areas
  – Interdependent job design
• Maximize natural supports without assuming they will be sufficient
Flexible resource allocation
“The rehabilitation professional must remember that while natural supports is a pretty package, some assembly is still required.”

- Cary Griffin
Now you can add these strategies to your job coaching “tool kit!”

The Right Tools for the Right Job
Wrap-Up

• Discussion & brainstorming
• Questions?
• Comments?
• Final thoughts?
• Thanks for participating!!