



**CAREER PATH
SERVICES**

SUPERVISOR'S HANDBOOK



For Career Path Services' Interns



CAREER PATH SERVICES

Dear Worksite Supervisor,

This handbook is designed to provide you with information regarding program services, goals, and procedures. It can also serve as a resource guide to assist you in handling any problems that may arise during the program. Please feel free to contact CAREER PATH SERVICES at any time if you have any further questions.

Participants enrolled in this program will be involved in a variety of enrichment activities including interest and aptitude assessments that assist to develop short and long-term career goals.

Every effort has been made to place the participant in an appropriate position that matches his/her interests and current skill level.

Participants will also receive pre-employment skills training that address interviewing techniques, how to find and keep a job, conflict resolution in the workplace, and non-traditional job occupations.

In closing, I would like to thank you for partnering with us and your commitment to assisting program participants/interns succeed in their work experience with you. Your participation will provide valuable work experience opportunities for people in the community.

Sincerely,

Sarah Featherly, Director of Transitional Jobs
Phone: 509-343-1310
Fax: 509-323-1244
Email: sfeatherly@careerpathservices.org

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INTRODUCTION

Career Path Services interns are participants within WorkFirst, Washington's welfare reform initiative. These programs work in partnership with community agencies, schools, city departments and other non-profit organizations to create temporary work opportunities for people participating in the WorkFirst Program. These work opportunities will enable WorkFirst participants to move towards secure, livable wage jobs. While enrolled in these programs, participants acquire skills on the job, which can transfer to unsubsidized employment.

HOW DO THE PROGRAMS WORK?

- CAREER PATH SERVICES coordinates the Commerce WorkFirst programs and recruits participants. Your organization will interview and select an appropriate participant for your position(s). All participants are WorkFirst recipients who have challenges that make it difficult to enter the labor market.

CAREER PATH SERVICES will work with your organization to develop job descriptions and the competencies to be learned by the participant. They will also support both the site supervisor and the participant throughout the training period, ensuring that the participant can articulate and demonstrate the skills that have been mutually agreed upon and that are directly transferable to unsubsidized employment.

Each participant will receive training to support his or her transition to unsubsidized employment. Training will be individualized and in groups depending upon topic and needs. Host sites will need to be flexible to allow for any identified specialized employment supportive services, such as mental health therapy, remedial education, and/or job interviews.

CAREER PATH SERVICES will act as the employer and will provide payroll (if applicable) and Labor and Industries payments for participants.

ROLES/RESPONSIBILITY

One way to ensure program success is to get to know the roles and responsibilities of key staff persons involved in the CAREER PATH SERVICES Commerce WorkFirst Programs: the host site supervisor, Career Path Services Employment Practitioner, and the participant.

A. HOST SITE SUPERVISOR

The primary responsibilities of the worksite supervisor are to:

1. Provide and develop an effective work experience through training in a specific occupational skill area as indicated in the Participant Training Agreement and Job Description (see attached).
2. Provide an orientation to each participant, reviewing worksite policies (i.e., rules of conduct, expectations regarding performance, etc.).
3. Provide verified time records (see attached "Time Record Process")
4. Notify CAREER PATH SERVICES of **any** employment changes in advance (i.e., new work schedules, work duties, new supervisor, etc.).
5. Notify CAREER PATH SERVICES **immediately** regarding any problems that may arise with the participant (e.g., absences, injuries, poor work attitudes, etc.). Note: The host site supervisor cannot suspend or terminate any participant from the program, but they can terminate a participant from their worksite. **CAREER PATH SERVICES must first be notified before any action is taken.**
6. Complete monthly evaluation report with the participant and the Career Path Services Employment Practitioner. Copies will be provided to all parties.
7. Provide an orientation on workplace safety designed to reduce accidents and/or injuries that could result in bodily harm and property damage.
8. Provide a safe working environment for the participants.
9. Ensure the participant doesn't work more than their scheduled work time or on State recognized holidays.

B. PARTICIPANT

The primary responsibilities of the participant are to:

1. Report to the assigned worksite at the designated time each scheduled workday.
2. Learn and follow all of the worksite policies (i.e., safety rules, break times, etc.)
3. Follow instructions and directions of the host site supervisor to ensure maximum job performance.
4. Dress appropriately and be well groomed.
5. Notify the worksite supervisor when unable to come to work (i.e., illness, family emergencies, etc.).
6. Advise CAREER PATH SERVICES when experiencing any problems that may affect performance or attendance on the job.
7. **Enter time into time record** daily, unless host site policy does not allow the participant to enter his/her own time. Sign and submit time record by twice monthly
8. Attend and participate in required classes/workshops.

C. CAREER PATH SERVICES' EMPLOYMENT PRACTITIONER

The primary responsibilities of CAREER PATH SERVICES are to:

1. Provide program orientation for all worksite supervisors and participants, prior to program start-up.
2. Complete Participant Training Agreement for each participant.
3. Provide counseling on an on-going and as needed basis.
4. Contact the Worksite monthly to ensure that the specified training is being provided and that the participant is performing as required. Make in person visits every other month.
5. Ensure participant time sheets are on time, complete, accurate and verified by the host site supervisor and participant on the 15th and last day of the month and submit for payroll processing twice monthly.
6. Serve as a resource person and liaison between the host site supervisor and the participant.
7. Conduct workshops, job development, and job placement services.

WORKSITE AGREEMENT AND TRAINING

Thank you for choosing to be a host worksite and partner with Career Path Services. We look forward to working with your agency in providing quality work skills training to individuals seeking self-supporting employment. Please follow the directions below to complete the process of becoming a Career Path Services' host worksite and partner.

Instructions:

1. Click on the link below to view the 25 minute training webinar:

Training webinar link: **Currently under construction – Please review Supervisor Handbook in its entirety as your training.**

2. Once you have reviewed the training webinar, please review and fill out the **Worksite Agreement** (attached).
3. Once you receive the Worksite Agreement, read and review the agreement thoroughly. If you have questions, feel free to contact us and we would be happy to assist you.
4. Once you have read the Worksite Agreement, fill in your agency information including the different department and/or positions you would like to fill with our participants. Please include the name of the supervisor for each position if different than your agency representative.
5. Sign and date the last page, make a copy for your records, then return to Sarah Featherly, Director of Transitional Jobs at:
 - a. Email: sfeatherly@careerpathservices.org
 - b. Fax: 509-323-1244, Attn. Sarah Featherly
 - c. Mail:

Career Path Services
Attn. Sarah Featherly
10 N. Post, Suite 200
Spokane, WA 99201
6. You should receive a signed copy for your records within a couple of weeks – if you do not, please contact Sarah Featherly to ensure your agreement was received.
7. Once you have a Worksite Agreement on file, a Career Path Services' Employment Practitioner will work with you and the participant to create a **Participant Training Agreement** (attached). The Participant Training Agreement will specify the participant's worksite details including start date, schedule, job title and job description.
8. Questions? Contact your local Career Path Services representative or the Director of Transitional Jobs.

WORKSITE SUPERVISOR EVALUATION CRITERIA

Worksite supervisors will complete formal job performance evaluations monthly for each participant throughout the program using the **Performance Evaluation** (attached) provided by the Career Path Services Employment Practitioner. These evaluations are important because it provides the participant feedback on his/her progress on the job. The evaluations should indicate areas of strengths and weaknesses for counseling and participant development.

Participant evaluations will be based on his/her ability to show a good effort and progress in the following areas:

1. ATTENDANCE/PUNCTUALITY

The participant is required to adhere to the assigned work schedule. Any absences should be reported to the worksite supervisor as soon as possible. Additionally, the participant is required to report to work on time. Reasons for tardiness need to be legitimate and communicated to the worksite supervisor as soon as possible.

2. COMMUNICATION SKILLS

The participant's ability to communicate clearly and effectively is essential to their success in employment. Good communication can reduce misunderstandings, errors, frustration, and conflict. The participant is expected to put forth a good-faith-effort in developing and/or keeping good communication with his/her work site supervisor, co-workers, and customers. Communication also includes the participant's ability to follow instructions by listening, questioning, and ensuring work expectations are being met.

3. GROOMING AND DRESS

The participant is expected to be well-groomed and dressed while at work. This includes groomed hair and fingernails as well as clean and appropriate clothing.

4. MOTIVATION AND ATTITUDE

The participant is encouraged to learn to ask for new assignments, be proactive in problem solving and take an active role in their learning process. Additionally, the participant is expected to maintain a positive attitude at work and to discuss work related issues with his/her work site supervisor in an appropriate and confidential manner.

5. PROGRESS

The participant is encourage to make positive progress toward mastering the work duties described in the job description and meeting the milestone objectives and training plan listed in the Participant Training Agreement.

TIMEKEEPING

RECORDING WORK HOURS AND PARTICIPANT PAYMENT

All COMMUNITY JOBS participants are technically employees of CAREER PATH SERVICES and are treated as any regular employee. Each participant continues to receive basic medical insurance coverage through DSHS. Labor and Industries Insurance and tax benefits, in addition to a wage supplement are provided by CAREER PATH SERVICES.

Participants in the COMMUNITY WORKS Program are volunteering for work experience activities. CAREER PATH SERVICES provides Labor and Industries Insurance for these participants to work in your agency.

CAREER PATH SERVICES processes time records twice monthly via an electronic time keeping system called Stratus Time. **Stratus Time** training for both the host worksite supervisor and participant is provided as an attachment to this handbook. If you need additional training please contact CAREER PATH SERVICES and request this training.

The worksite supervisor is responsible for assuring that his/her time record is 100% complete, accurate and verified by the processing deadline (15th and last day of the month). The time record should be correct and up to date at all times. Instructions for completing the time record are included in the "Time Record Process" attachment.

PLEASE NOTE:

- *When making up work hours, it is very important that the participant make up only what he/she needs to make up; it is NOT okay to have the participant work EXTRA hours.*
- **ANY ADJUSTMENTS MADE TO THE PARTICIPANT'S WORK SCHEDULE ON A PERMANENT BASIS MUST BE APPROVED BY CAREER PATH SERVICES PRIOR TO THE CHANGE.**
- *If the work site observes its own work holidays that are not State recognized holidays (i.e. Christmas eve or New Year's eve), those work hours must be made up within the pay period.*
- *If the work site experiences an UNSCHEDULED closure (for example, closure due to inclement weather, power failure, disaster, etc.), the participant will receive credit or pay for the hours lost due to the closure and is not expected to make up for lost time.*
- Time is paid/counted to the nearest quarter hour for participants.
- Each participant and host site supervisor will be responsible to follow CAREER PATH SERVICES policies regarding time records and ensure time records are reviewed and submitted by the due date.

Please refer to the following required postings: 1. **Time Record Due Dates**, 2. **State Holidays** (all attached).

SAFETY ON THE WORKSITE

THE ROLE OF THE WORKSITE SUPERVISOR IN REGARDS TO SAFETY

Worksite supervisors should provide the participant with instruction in safety procedures and the proper use of equipment. Participants are required to follow all safety regulations. To minimize the risk of an accident/injury happening at the worksite, the worksite supervisor needs to provide instruction in proper tool and/or equipment handling, general safety, and emergency procedures on ***the first day of the job.***

WHAT TO DO IF AN INJURY OR ACCIDENT OCCURS

Participant employment is insured by CAREER PATH SERVICES. CAREER PATH SERVICES is insured under the Washington State Industrial Insurance (Worker's Compensation).

If a participant is injured, he/she is **required to report all injuries to the CAREER PATH SERVICES' Employment Practitioner and complete a Career Path Services incident report (attached)**. Falls, strains and bruises are some examples of injuries that may worsen as time passes, so it is important that supervisors and participants report injuries immediately to the appropriate people. To be covered, injuries must have occurred during work hours, including paid break time. Commuting time and lunch time is **not** included. For any clinic, medical center or hospital to be compensated for the cost of the treatment, a licensed physician must see participants and the CAREER PATH SERVICES' Employment Associate will provide the participant and supervisor with the necessary paperwork with clear instructions.

Please refer to required site documents: [Incident Report](#) (attached).

DISCIPLINE POLICY

Discipline issues are always worked out on a case-by-case basis and often can be addressed when monthly performance reviews are conducted. Sometimes the match between the participant and worksite does not work, either because tasks are mismatched to a participant's ability or desire to master particular skills, or interpersonal issues between the participant and the supervisor cannot be resolved. In these cases, **and after working closely with the CAREER PATH SERVICES' Employment Practitioner, the participant will be removed from the worksite.** The Employment Practitioner will work closely with the participant to reassess her/his individual plan and assist the individual to move toward her/his goals. Actions may include more training, placement at a different worksite, or linkages to necessary support services.

A Strategy for Conducting *Informal* Performance Reviews

1. Ask the participant for a self evaluation of his/her own performance, THEN give your evaluation
2. Identify steps to help the participant maintain or improve his/her performance
3. Ask the participant to identify how improvement can be achieved
4. Agree on a plan
4. Get the participant's commitment to the plan
6. Set up a meeting to review progress

Supervisor's Guidelines for Positive Corrective Action

- => Observe participant's performance and behaviors
- => Conduct regular *informal* performance reviews
- => Coach/mentor participants as needed
 - Be very specific about behaviors of performance and issues that must be Corrected
 - Determine a plan for improvement
 - Specify consequences
 - Set a date to review progress and inform the participant of possible future actions
 - Summarize in writing to the participant and Employment Associate.
- => Document details about extraordinary performance--negative or positive
- => **Always communicate with the CAREER PATH SERVICES' Employment Practitioner**

CAREER PATH SERVICES INTERN DISCIPLINE POLICY

(Provided to the participant and reviewed in initial orientation)

Verbal Warning

A verbal warning is the first step toward serious disciplinary action. It is a notice that a particular behavior, such as coming to work late, is unacceptable and improvement is expected. *The work site supervisor will inform the Career Path Services' Employment Practitioner that a verbal warning has been issued and document it on the monthly evaluation.*

Written Warning

If a verbal warning has been issued and ignored, or if a problem is more serious, the participant will be given a written warning. This is a notice that identifies the problem area and describes the expected behaviors and corrective actions (refer to **Corrective Action Form** attached). It serves as a warning that additional problems of this kind may result in more severe disciplinary action. *The work site supervisor will provide a copy of the written warning for the participant, the Career Path Services' Employment Practitioner, and a copy of the written warning will be placed in the participant's file. Please refer to the required site documents: Corrective Action Form (attached).*

Dismissal from the Worksite

If there is reasonable evidence to establish that a serious rule violation was committed; the participant is not working; or they are making it difficult for others to work; the worksite supervisor *and the Career Path Services' Employment Practitioner* may decide together to dismiss the participant from the worksite.

Termination from the Commerce WorkFirst Programs

Termination may occur if the participant engages in behavior that is destructive to themselves, to others, or to the program; or there is reasonable evidence to establish that the participant committed a serious rule violation. ***The participant will be informed in writing by the Career Path Services' Employment Practitioner of the termination and a copy will be sent to the DSHS case manager.***

The following is a sample list of behaviors which may cause a participant to be immediately dismissed from the worksite or be terminated from the program altogether:

- Unexcused absences or not calling in when the participant cannot work. One unexplained absence is a serious problem. A pattern of unexplained absences will definitely mean disciplinary action and is likely to result in termination from the program.
- Safety and/or policy violations
- Creating hostile work environments (i.e. safety hazards, harassment, etc).
- Committing any criminal act

The participant has the right to file a grievance and are protected from retaliation.

HOW TO MENTOR A CAREER PATH SERVICES INTERN

There are many ways to supervise participants and get the job done. There are also many ways to teach people new skills. Creating and supervising a learning-rich task requires a supervisor who is more of a coach than a boss. Ask yourself the following questions as you begin working with your participant:

1. What tasks will you assign the participant?

Make sure that each task will have some real benefit to you and your office/agency. People know when they are doing "make-work." Real goals foster real effort. Real accomplishments foster real pride.

Planning is the difference between learning-rich tasks and make-work for the participant. Meaningful tasks are not likely if a participant descends on a supervisor who has had no chance to formulate a work plan. The supervisor should carefully review the job description worksheet. Think about the essential tasks(s): what will the participant learn from these tasks? What skills are necessary for the participant to do the job? Remember that this is a training program for participants who have little to no work experience. The main goal is an assignment that "honors the work and honors the participant."

2. How will you direct the participant to do the task?

A key here is to offer advice rather than answers. You will have to accommodate the constraints or systems of your workplace, and you should make this clear to the participant(s). Help the participant create ways to approach the project. Let them decide which options they will choose. Encourage them to come to you with questions. If you can, coach them to find answers for themselves, they will get used to looking for answers themselves. As the time progresses, they will come to you less and acquire more information on their own.

Consultation will help the participant understand what is expected of them and reduce the amount of detailed supervision that is needed. When the participant arrives, the supervisor should sit down with the participant and discuss the job to be done. Use the job description worksheet. Point out the foundation skills needed to accomplish the job. The supervisor should discuss the "systems" at the workplace and any other important historical details of the worksite. It is important that the participant understands clearly what is expected and agreed upon. During placement, the participant will be asked to sign the final job description as a contract of understanding.

3. What should the participant learn?

In addition to learning the competencies, he/she needs to accomplish the tasks you set out for them. They should also learn that these skills are applicable to a

broad range of jobs. Ask them to tell you what they are learning in terms that they will be able to transfer to work in the "real world."

4. **How should they learn?**

People learn best in an authentic context. That is, they learn skills by using skills and by reflecting on what they have done. Once the participant is started on a learning-rich task, have them reflect on it, in writing, in discussion, or both.

Monitoring and reflection will ensure that the early agreements are carried out and that the participants understand what they are learning. The supervisor and the participant should sit down and discuss progress on a regular basis. Discussions should cover work tasks. This may also be a good time to negotiate changes in the participant's work responsibilities.

5. **What is your role in this process?**

You have at least two roles: as overseer and coach. The overseer ensures that the work gets done, and that the participant understands the consequences if it does not. It is important that both the supervisor and the participant articulate agreed expectations. The coach prods the participant to learn from and improve their performance. The coach does this by guiding the participant, through self-evaluation, against agreed-upon expectations and standards. If you can answer their questions with questions, they will have to find their own answers. If you give them answers, they will learn not to find their own.

Evaluations will occur monthly with the participant and the supervisor. This documentation clarifies the work performed and the progress made by the participant. It is an important part of helping the participant to understand their strengths and areas where they need to continue to improve.

6. **What will you get out of the experience?**

It has often been said that one learns a subject best by teaching it. Moreover, for some, you will be able to hone your supervisory skills. But best of all, you will play a critical role in helping a person to move into work that allows them to provide for themselves and their family.

Program improvement – In addition, at the end of each participant's work experience, you have the opportunity to provide the funding source feedback on how the program can be improved as well as what works really well with the program through completing an online **Exit Survey** (attached).

Supervisor Handbook Attachments:

1. Worksite Agreement
2. Participant Training Agreement
3. Performance Evaluation
4. Stratus Time Training:
 - a. For Supervisors
 - b. For Trainees/Interns
5. Time record due dates
6. State recognized holidays
7. Incident Report instructions
8. Corrective Action Form
9. Exit Survey links