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Job Analysis

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Introduction

Therapy Therapist? is a title that is familiar to many individuals however the title entails a tremendous amount of work. This paper will analyze the role a therapist plays in a mental health system. Methods used to recruit individuals for this position will also be included in this analysis. I will conclude with the lessons I learned while completing this project. Good intro.

Job Analysis

Crittenton Children's Center (Crittenton) is a non-profit, faith based organization, which is a part of the Saint Luke's Health System. The children that reside at Crittenton are from Missouri counties including but not limited to Jackson, Clay, and Platte. Crittenton's main campus has a locked residential unit and an acute hospital unit. Crittenton's other programs include an Individualized Supported Living program, chemical dependency programs, and foster care services. Crittenton is a high paced environment that administers a tremendous amount of its services according to a medical model of care. Because Crittenton is part of a health system it is a bureaucracy. (Historical, 59? Not APA format) The bureaucracy requires a higher level of accountability and less room for error, which is important when in such a large setting (personal communication, student intern, 2/28/06). Good.

Crittenton's Organizational Typology is Club. The club structure allows many of the staff to begin at entry level somewhere in the health system and work their way up (Taylor and Giannantonio, 1993). Good. Although Therapists are specialists in the areas regarding the treatments of children there still fines lines that must be maintained to assure the hierarchal positions are preserved. This club typology requires that there be a high level of conformity, this eases the transitions and conflicts that might occur with other staff members in the residential and hospital departments (Taylor and Giannantonio, 1993). This need for conformity transfers

into the medical model scheduling which requires a therapist willingness to be flexible in the hours and days worked. Good.

Cultural beliefs are an extremely important factor in the regular interactions that occur between therapist and staff, as well as therapist and the client(s). If a therapist is unable to effectively work and make decisions with staff that have varying cultural beliefs, the services rendered to clients may be compromised. Good. If there were to ever be unresolved conflict with a therapist and staff member(s) the climate of the entire organization could shift. (personal communication, Janet Kruger, 3/1/06). Clients many times sense this shift in climate and if allowed would use negative rapport between staff to further distance the camaraderie and communication required for effective service. Good.

Therapists at Crittenton are in either the Residential or Hospital department. This paper will focus on the Residential Therapist (Therapist) position. The information for this paper was obtained through interviews with staff and interns, reading the therapist job description, and personal observations. The strengths I observed when working on this paper were that everyone I encountered momentarily set aside any assignments or projects they were working on to answer my questions. I was also provided with numerous documentations and invitations to further probe information I needed. Good. The limitations I while encountered doing this paper were unobserved biases of those holding the therapy positions. Another limitation with feedback was due to the interns being accustomed to the cultural climate and having an observation that was not completely objective. Good.

Job Description and Expectations

Residential therapists are primarily given one residential unit that has anywhere from 4-12 residents. Therapists report directly to the Clinical Director. Credentials required for this

position a include licensure, a Masters degree in a social science field; 3 to 4 years work experience with children is preferred.

The total number of hours that the therapist and client work together vary according to the treatment plans that are developed within the first 72 hours a client is at Crittenton. When planning treatments it is expected that the therapist record and construct realistic goals that can be obtained by the client within a certain time frame. The therapist is also responsible for facilitating the gathering of all of the individuals that are a part of the success of the client's life in and outside of Crittenton. Good.

Therapists perform individual, family, and psychosocial therapy services for each client. Individual client sessions are held at least once a week; during these sessions the therapist and client work towards achieving goals that will assist with the success of the client's transition into the community once discharged from Crittenton. The family therapy sessions vary according to court orders, master treatment plans, and/or therapist discretion. Family sessions are designed to provide a holistic intervention for the client and family's transition while the client is at Crittenton and when they transition back into the home. Psychosocial groups are designed to allow the therapists to observe the client in a communal setting to further implement interventions or in some cases revisit ineffective ones. The ability to discern age appropriate behaviors for this client population is key to appropriately diagnosing clients to render effective treatment. Good.

Therapists are also case managers; this means they are a liaison between family members, outside case managers and other entities. Client's meetings are to be organized and maintained primarily through the therapist. Case Management requires the careful collaboration of schedules with internal and external parties. The collaboration for this position requires a great

deal of regular, clear, and effective communication. Communication is also important because there are times therapist are expected to execute services based on the medical model. Because of the implementation of the medical model there are times when this causes conflict with what the therapist perceives to be the best interest of the child. The internal conflict that occurs because of these “variations of practice” is many times worked through or compromised especially because of the ability to conform by the staff members (personal communication, Janet Krueger, 3/1/06).

As mentioned earlier cultural competency is extremely important when working with a diverse population. Therapist must be willing to accept that the belief systems and environmental practices that were learned during their life are not necessarily the same as those that were experienced by other staff and clients. This realization is important when working through treatments, and during counseling sessions with family as well as the client. (personal communication, student intern, 3/6/06). Excellent.

Becoming a therapist requires a great deal of flexibility and creativity. For example, there was a time when a client needed to have a conference call with a family member. No phone was available so the therapist sought out a speakerphone from another part of the building. This measure ensured that both the client and staff member would be in a safe yet confidential area while at the same time receiving respect and self-dignity.

Therapists deal with sensitive that in some instances need to be addressed by someone of the same sex as the client. However, if this is not possible the therapist working with the client must be cognizant of “appropriate accountability”. Examples of “appropriate accountability” include including leaving the door cracked when doing therapy sessions, making sure a someone of the same sex as the client is present when client is being transported to outside services, such

as court or treatment reviews, and addressing any inappropriate comments or suggestions by the clients as they occur. Excellent

Recruitment Strategies

Because a Masters degree is required for this position more creative marketing must occur in order for the applicants to come from a more diverse pool of candidates. Although word of mouth is an extremely effective measure in recruiting staff there must be other measures in place to supplement this (Richard and Johnson, 2001). Good. This could include not only online recruitment but also steps such as going to job fairs in more diverse communities. Good.

Making recruitment information, such as packets and brochures more racially and culturally diverse is an important part of drawing individuals to the recruiter's booth when at the fair. Good. The pamphlets and brochures should also include information in different languages, if bilingual employees are desired for the therapist position. I would inquire from staff the universities they attended and consider recruitment at those schools for Masters level students. Even though this could be perceived as perpetuating a homogenous environment I feel that this could be another form of using the resources in my agency to continue the success of reaching clients (Richard and Johnson, 2001, 179). Recruitment should also be done in local newspapers that are distributed and read by higher rates of minorities. Because not everyone has access to the Internet or reads the paper radio publicity is another form of recruitment that can reach a different population for this position. Good.

Interviewing Strategies

Initial interviews would take place in the Clinical Director's office. When interviewing I believe it's important for a perspective employee to be able to tie in previous experience with the position of interest. Another area that I feel is important when interviewing is the interviewee's

ability to adapt to the environment that they will be working. I am a strong believer in utilizing individuals from the department the interviewee will be working to give a less biased view. It would also be effective in alleviating stress associated with trying to find a more compatible fit by one's self. If the direct supervisor were uncertain about a choice of a candidate the HR director would be available to perform a more in depth behavioral interview. Good.

When narrowing the selection of candidates I will be looking for individuals that are willing to work beyond the call of duty if necessary. This will be determined through the expressed comfort in working as a part of a team. I will look at individuals that have a level of comfort working with those that are different from them economically, spiritually, racially, culturally. I also want a candidate that is able to balance their personal and professional life. I believe that if someone is unable to take time for themselves, they will not have anything to offer to the agency. Good.

During a class discussion it was mentioned that once the selection had been narrowed to the final choices a group/panel interview would be conducted. I believe that this would be effective in allowing the individuals that will directly interact with the candidate an opportunity to have input. I think that this would be effective in building staff morale and increasing the staff's desire to feel a part of the decision making process. Once the final candidates have been nominated I will compare the reasons those that attended the interview want the applicant hired. I will look at the validity of each person's reason and see if it is truly to perpetuate the homogeneous status of the agency or if it is a truly unbiased decision and then make the selection. Good.

Some of the questions that I would ask during an inter view include:

- Would you be comfortable working with someone (clients and staff) of a different gender than you?
- How would you deal with a client that expressed romantic interest in you?
- Some of the clients here have a tendency to be manipulative. Give me an example of a time that you encountered someone that was manipulative. How did you handle that situation? Good questions.
- What is the difference to you between discipline and abuse? Excellent.
- How do you feel about corporal punishment? What would you do if a client told you they received whippings?
- When given a task what is the process that you take to get the assignment done? (I would look for things such as asking for help if uncertain about the assignment, I would need to know if they were willing to ask their coworkers or do they solely depend on the supervisor, I would like to see if they worked best under pressure or needed plenty of time to receive assignments.)
- What would you do if a team member needed assistance on a project? They have known about the project for the past two days but they still did not have time to finish the project before the deadline. Would you help even if it required you to work extra hours? Good.
- Are there limits to the hours that you would work with a client? If yes what are they?
- What area(s)/ topics would you feel uncomfortable covering with a client?
- What are some important staff positions in an agency? (I want to know what value they place on individuals that aren't necessarily in high positions. Ex. Custodians, Administrative Assistants.)
- What does diversity mean to you? Good.

- What is a situation where you had to work with someone of a different cultural background? Why was this situation significant to you? What did you learn about yourself?
- What are three events that have helped shape you into who you are today? Good.
- Crimson or Cream? :o)

Conclusion

It is easy to discuss the weaknesses of an agency in terms of the candidates that are recruited and screened for positions. However, implementing diversity through interviews and construction of job description require a greater deal of thought and creativity than I initially realized. Yes! The expectations also are required to be more realistic, meaning things will not happen overnight. Implementing change through a diverse yet qualified staff is just the beginning of a process that I feel is important in effectively reaching a diverse population. Good.

During the writing of this paper I also became aware the ways in which I have become accustomed to doing things a certain way. I noticed that I was “creatively” finding ways to implement the same structure that was already in place. Realizing that not all structures that were in place were unhelpful was vital in the weeding out of ideas that would aid the effectiveness of recruiting for this position. I know that there are areas I still have to work at in terms of recruiting, interviewing, and implementing change in myself as well as any agency in which I will be working. However, I feel more confident in beginning the process of becoming a more well-rounded and effective recruiter. Good.

References

Kettner, P.M. (2002). Achieving Excellence in the Management of Human Service Organizations. Boston: Allyn & Bacon.

Richard, O. C., & Johnson, N. B. (2001). Understanding the impact of human resource diversity practices on firm performance. *Journal of Managerial Issues*, 13(2), p. 177-195.

Taylor, M. S., & Giannantonio, C. M. (1993). Forming, adapting, and terminating the employment relationship: A review of the literature from individual, organizational, and interactionist perspectives. *Journal of Management*, 19(2), p. 461 (443).

You did an outstanding job on this assignment. I especially appreciated your attention and struggle to include diversity throughout the process. It is hard to be objective and think differently about positions but you did a great job! Your paper is well written and presents a thoughtful and concise analysis. I loved your interview questions! You can tell you put a lot of time and energy into this paper; you also seemed to learn a great deal along the way. Superb!

Grade = 100