

Job Analysis for Truman Neurological Center

SW843

[Student 2](#)

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Introduction

I chose to analyze the Program Director position. For over 56 years TNC Community (formally known as the Harry S Truman Children's Neurological Center) has been dedicated to providing the highest quality of medical care, while striving to instill healthy living ideals, for Developmentally Disabled individuals in the Greater Kansas City area. Where we once provided services in a congregate setting (institutional arrangement), we now provide for our consumers through a Residential Living format (group homes) and an Individualized Supported Living Home (staff support). [Is this section a cut & paste from a brochure?](#)

[Strange layout.](#)

Job Analysis

TNC is a not-for-profit agency that provides residential services to 27 developmental disabled individuals in a residential group home setting. TNC receives federal and state funding to operate the program. Currently TNC residential program employs 60 full-time equivalency staff, 30 of those being direct personal care staff. TNC management believes caring about its people (consumers, parents/guardians, and staff) and placing consumers first are two important core values. It is important that every decision made by staff is decided based on consumer needs and benefits. The staff feels that they exist as an organization because of the consumers they serve, which is why every decision is made with the consumers in mind. TNC is an organization that subscribes to participative management style which utilizes a democratic process. TNC attempts to include all staff levels in the decision process within the organization, however, this

sometimes creates division among various staff levels (Taylor, M. & Giannantonio, C. 1993). Direct care staff believes the professional staff (middle management) does not totally understand or empathize with the work that they do on a daily basis. Some direct care staff believe the middle management staff, who attempts to utilize the participative management style, forces them to be involved in decision making processes and activities when they do not want to be involved. [Good review of organizational analysis paper to provide background for the job analysis.](#)

The Program Director position is considered professional staff (administrative), so he/she must be able to work in a high pressure and sometime stressful atmosphere. Staff is very friendly and warm to each other, but there are tangible differences to how one interacts with the consumers from time to time. [I'm not sure I'm following your thought here. Maybe an example would help?](#) The Program Director is responsible for recruiting and enrolling consumers and potential staff into the agency program with assistance from other management. There are a plethora of recruiting techniques (posting fliers, door to door, and community engagement are to name a few) that can be practiced when enrolling and recruiting consumers and staff (Kettner, 2001). Word of mouth appears to be the most effective way to recruit for the agency. Developing and implementing programs for the consumer are the primary requirements for the Program Director. Upon acceptance to the agency consumers are required to complete a person centered plan, which is collaboration between the consumer, parent/guardian, service coordinator, and staff. This is a process that can take 30 days to complete. This is an eligibility guideline that the organization must adhere to from the state. The Program Director is responsible for the completion of this process. [Okay.](#)

The Program Director is also responsible for ensuring compliance with all legal and accreditation requirements that apply to the client programs. The organization is accredited by the Commission of Accreditation Rehabilitation Facilities. The Program Director is responsible for acquiring knowledge to train and assist staff to assure staff is knowledgeable about accreditation standards. The Program Director on regular basis faces challenges training staff on new accreditation standards. The Program Director is faced with issues such as resistance to change from the direct care staff and middle management. Direct care staff sometimes does not agree with the changes that the new standards for accreditation require. Therefore, the Program Director has to develop and maintain effective communication with managers and direct care staff. Good information but sounding a bit like the job description.

The Program Director must have at minimum a bachelor degree in education, psychology, social work or a related field from an accredited four year college, two years experience in the area of mental retardation-developmental disabilities, and a minimum of two years supervisory experience. This is a great combination for the agency. The Program Director has the ability to develop programs for the consumer that will assist in healthy living. The Program Director must possess the skills and knowledge of cultural competencies. The Program Director receives must receive additional training in order to understand and communicate with different family dynamics and cultures such as Africans, Hispanics, Pilipino, and Kenyans. The Program Director must have above average verbal communication, above average written communication, and above average non-verbal communication. The Program Director will advocate for the removal of architectural, environmental, attitudinal, financial, employment, communication,

transportation, and any other barriers to the persons receiving services through TNC

Community. [Good](#).

The organizational cultural can be viewed at the fortress level. The fortress level requires a plethora of experience and education. TNC employs individuals with GED, high school diplomas, two year degrees, and other degrees including but not limited to master degrees (Taylor, M. & Giannantonio, C. 1993). The Program Director position is a reinvented position to the agency. There is usually little turnover with this position. There is currently one Program Director for the agency and this individual has been with the agency for four years. If this Program Director decided to resign from the agency it would pose a challenge to the agency and consumer due to the skills and knowledge that she possess about each consumer and staff. [How](#)

[does this position relate to your fortress organization?](#)

Services are provided by a diverse group of staff. TNC employs individuals with various ethnic backgrounds (Asian, Caucasian, African American), 35% males, 65% females, and a wide age range (19 and up). The Program Director continues to seek ways to keep staff culturally aware of differences when staff is interacting with consumers and other co-workers. It has been observed that when African individuals are listening to music from their country with consumers that other staff complain and suggest that no one wants to hear music they do not understand. This is a problem for the agency in that we would like staff to become flexible enough to understand that there are various types of likes and dislikes in all areas. The Program Director will assist in training staff in this area.

Information was collected by interviewing the Administrative Assistant, members of middle management, and board members for the program. The board members and the middle management assisted with policies regarding the hiring process. Individuals did not want to

disclose too much information due to the fact that I was the Executive Director. Middle management staff was a little reserved for fear of retaliation. I attempted to assure them that their responses would not warrant retaliation. I was able to observe that they did not believe that response. Interesting. What does this say about your management style? What have you learned from their lack of response? The primary strength of the process was that I was able to observe the challenge and fear from staff to talk with the Executive Director. I was under the impression that I was someone that staff felt very comfortable talking to about issues. It is difficult to see that it is not the case. Good. The scenario above informs me of how staff really views me and assists me in improving my interaction with them. I was able to really observe the work that the Program Director complete on a daily basis and realize that the workload is too demanding. The greatest limitation to acquiring information about the Program Director position is that it has only been reinvented for a total of two months. The current Program Director has experience with the organization, but not as a Program Director so they are learning the position as they go. The only individual in the organization that can assist this individual directly is the Executive Director, which means that the Executive Director can alter the rules as the Program Director is being trained. Excellent. More of an analysis of the position and less of a description would have strengthened this section.

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Job Description & Expectations

The primary purpose and function of this position is to provide direction and management for all TNC client programs in order to assure quality support and treatment of the participating individuals. This is completed by assisting with the development, implementing, and monitoring of programs which provide services to the consumers. There are person centered plans that are to be developed 30 days post acceptance into the program. The Program Director

must make sure that this planning session is scheduled with the consumer, parent/guardian, and Service Coordinator, and any other visitors invited by the consumer. The person centered plan assist with obtaining more knowledge and information about the consumer. It communicates the goals for the consumer. It is instrumental in providing quality service to the consumer. The Program Director is required to understand the eligibility, selection, and enrollment procedures for the program. Good.

The Program Director is responsible for making sure the needed training, equipment, and supplies are available to the employees and clients. This individual audits services and programs to assure quality of service provision, resulting in outcome measurement. The Program Director completes health and safety inspections at each location to include interviewing consumers to see if there are any potential concerns. The Program Director also develops an outcome measurement plan, which contains goals for the organization in respect to the consumers. The information received from this plan will provide the Program Director with the number of outing activities each consumer enjoys, results of satisfaction surveys, and the amount of medication errors that involves consumers. This is another tool that the Program Director utilizes assure quality services. Good.

The Program Director reports to the Executive Director and operates in accordance with the direction and policies set by the Board of Directors. This position provides leadership and direction required to achieve the philosophy, mission, strategy, goals, and objectives of the organization. The Program Director is responsible to report all suspected/alleged abuse and neglect in accordance with TNC policies. Good. There were a few paragraphs in the preceding section that could have gone in this section – especially when talking about diversity.

Recruitment Strategies

TNC Community does not have an actual policy on recruitment at the moment. TNC begins its recruitment process when a vacancy occurs within the agency or when there is expansion within the agency. TNC posts positions in house for two weeks to seek qualified in-house staff. Employment opportunities are also posted with project-hire online with the surrounding colleges in the community and on the agency website.

The Program Director and the Qualified Mental Retardation Professional (QMRP) reviews the applications for matches with the potential job. For example, if there are five applicants and only one position available then the Program Director and the QMRP screens so that only the top two applications are referred to the house manager. They then forward the application to the house manager to schedule an interview with the potential employee. Good.

The administrative positions require individuals to write a brief essay. This informs the Program Director or the Executive Director of the level of written communication skills. Good. I have participated in the written essay portion. The organization also require individual to complete a pre-employment drug test. TNC does not utilize temporary staffing agencies. Direct care staff is referred to the organization primarily from current employees. TNC often extends recruitment to other agencies. Administrative staff has basically been promoted through the organization. TNC are weak in the areas of recruiting in reference to diversity. TNC should expand its recruiting efforts to assure more diversity within the organization. Is TNC as a noun plural or singular? I keep changing your writing thinking that it is singular. Thoughts?

TNC could recruit diverse staff in numerous ways. There are minorities' newspapers, diversity websites that recruit for jobs, magazines for men and women, careers for the disabled, and the unemployment office present more opportunities for diverse recruitment. Good.

Interviewing Strategies

The Program Director and the QMRP reviews and selects the top applicants to forward to the House Manager so that they can call and schedule an interview with the potential employee. The House Manager interviews each candidate in the home where the staff will be working. This provides the potential employee a time to meet with the consumers. This also allows the consumer an opportunity to interview the potential employee who will provide services to them (consumer). Interview questions include “Tell me about a time you did not meet a deadline?”, “What are some strengths you possess?”, “What are some challenges you have face with co-workers?”, “Why do you want to work for TNC?”, and “Why should we hire you?”. In most cases interviews are conducted with one representative from TNC. If applying for administrative positions there two individuals to conduct the interview. The QMRP and the Program Director are almost always involved in the interview process. The Executive Director only interviews individuals that would report to the Executive Director. All interviews are conducted in a formal and professional format. [Good.](#)

After each interview the management group prepares a list of qualities and discusses them with the interview committee. The interview committee review responses from potential employee for the best match. The committee then votes on the individual which best match the needs in the particular home. The Executive Direct provides final approval for the hiring and termination of each employee. [Good review of interviewing strategies.](#)

Conclusion

Conducting interviews are very challenging. Potential employees that complete their homework know exactly what to say when interviewing. I have learned that individuals tell the interviewer exactly what they want to hear. The challenging part is realizing if the potential employee is sincere. TNC does not have a formalize recruiting, interviewing or hiring process.

TNC needs to update and receive more training in this area. By completing this assignment I realize that the agency have a lot of work to complete in training all management staff in the recruiting, interviewing, and hiring process. This assignment assisted me in understanding the readings and by attempting to actually process and implement some of the information that I have read in the articles. The articles provided me with more of a background and explanation of what the process is for recruiting, interviewing, and hiring. Good.

References

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

Taylor, M. & Giannantonio, C. (1993). Forming, Adapting, and Terminating the employment relationship: A review of the literature from individual, organizational, and interactionist perspectives. *Journal of Management*, 19 (2).

You did a good job with this assignment. You had some thoughtful analysis about the position, the recruitment, and the interviewing process. It also sounds like you learned from this assignment in ways that will strengthen your work. A little more analysis of the position with less of a description would have strengthened this assignment. Otherwise, good work! Grade = 95 less 10 for being late = 85