STAFF TRAINING PACKAGE #4: RECOGNIZING & ELICITING CHANGE TALK

ReThinking UnEmployment – Focusing on Effective Employment Strategies

Elizabeth Fabiano and Kerri McCourt
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Over the years research has clearly suggested that an unstable employment history, or no employment, when combined with low levels of cognitive development, personal and educational achievement, mental health challenges and, or addictions is often linked to continued criminal involvement for offenders.

High unemployment among offenders in the community is also known to have a destabilizing impact on families and communities.

For many offenders long-term work can sometimes be out of reach. They may hold beliefs and attitudes that keep them from reaching their full potential as employees, or may lack the intrinsic motivation skills they need to keep working – and when things go wrong, many externalize blame. At the same time, employers may unfairly see offenders as having a lack of motivation, reliability or dependency.

Employment has also been shown to be a key marker in recovery for people struggling with mental illness. Regular work helps people to better engage with their communities, provides structure, and is an overall normalizing experience. In fact, research indicates that 70-90% of individuals with mental illness want to pursue competitive employment.

Individuals on Long Term Social Assistance
Unemployment is a concern not only in Ontario, but in Canada as a whole. In 2015 the annual average unemployment rate for Canada was 6.9, with Ontario having an unemployment rate of 6.8 (Statistics Canada, 2016). Along with unemployment comes a dependency on the Social Services System to help Canadians make ends meet.

In April, 2016 the Ministry of Community and Social Services reported that 449,787 individuals (representing 255,440 families) in Ontario were receiving social assistance.

- ODSP
- ODSP
- ONTARIO Works
- ONTARIO Works
- Sault Ste. Marie
- Chatham Kent and London

A group-based intervention that adopts a radically different approach in dealing with individuals on social assistance.

Rather than offering support and encouragement and/or on teaching basic skills for living, both of which are important in some way, the N.O.W. program hones in on ... personal commitment to change and the ‘insight’ that is required for these individuals to move their lives in some new direction.
summarized as helping individuals to become "ready, willing, and able" to tackle some core issue in their lives

Commitment to change arises, fundamentally, out of an understanding of the need to change; ones capacity to begin effecting this change (i.e., self-efficacy expectations); and the importance one attaches for this change to begin with some sense of urgency.

To begin or move towards change N.O.W.!

Structured and sequenced methodology - 12 full day intensive sessions of delivery interspersed with some 1:1 work with the facilitator for employment and social service practitioners to follow in helping their clients appreciate their personal role in achieving and committing to working to realize this different future ...

A future that includes accepting (vs. finding) & retaining employment ... or seeking educational or vocational upgrading.

Within this motivational framework, N.O.W. © is designed to assist men and women to develop a necessary level of intrinsic motivation to seek and retain employment and/or training to improve their lives.

1. Encouraging clients to reflect on their lives, and providing them with time necessary to explore their lives fully and reflect on opportunities missed and key issues of change and what this entails;
Motivation ...
Problem Awareness

Lacking in Problem Awareness
or desire to change

Where They Are
Where They Are Going

BIGGEST CONCERN, OBSTACLE, OR CHALLENGE.
Use a symbol and mark what it is

BIGGEST SUCCESS/ACCOMPLISHMENT
Use the symbol and mark what it is.

150

Into drugs & charged
Got back with my wife & kids
Good

Not so good

Drugs
Loss
Lack of $1

Working

Holding down a job
Clean

On Welfare

Today's Date

MY MOST DIFFICULT PROBLEMS
What I would STOP or REMOVE
DECISIONS IN MY LIFE THAT I WOULD CHANGE

What I would ADD, WHAT I WANT, OR WANT TO EXPERIENCE?

LOOKING BACKWARDS
LOOKING FORWARDS

Helping them notice relationships with their own (self-sabotaging) thinking and the events of their lives that they may not have been sensitive to in the past,

Helping them begin to refine their vague 'wishes' for their lives into goals, and finally,

Begin to solidify the **self-discipline** and **self-organization** required for regular daily attendance within a **work environment**

Setting out an action plan with strategies they can commit to for achieving some form of life success ... self-sufficient living without reliance on social assistance.
Motivation ...
Problem Awareness
Set a Goal

Final piece of the program is a series (3) of Job Trials and another session of reflection on their work experience before beginning to work with a Job Developer.
THE SAMPLE

- **11 groups** between April 2014 and May 2016.
  - 85 participants (35 Female and 50 Male)
  - Participants ranged in age from 24 to 62 years with an average age of **44.4 years**
  - The average length of time since last employment was **5.2 years** (range: 6 months to 35 years)
  - The average length of time on Social Assistance was **5.5 years**

OUTCOMES

**PROGRAM COMPLETIONS**
- Completers
  - Average age: 44.1
  - 41 males, 34 females
  - Avg time since last employment: 5.3 yrs
  - Avg on Social Assistance: 5.9 years

**DROP-OUTS**
- Average age: 46.3
- 9 males, 1 female
- Avg times since last employment: 4.0 years
- Avg time on Social Assistance: 2.1 years

Employment Outcomes

- For those participants who completed and for whom post program outcome was available (88.2%) the N.O.W. program:

88% Completed
Retention

- 91% Employed/Education
- 15% Active Job Search
- 2% No Contact

87.8% maintained their employment for a period greater than the 90+ days of follow up.

The average wage was $11.87 an hour ($11.25 - $15.00 dollars an hour)

Length of time to Employment

- 30 days
- 60 days
- 90 days
- 90+ days

Feedback on N.O.W.

Participants:
- “this program has helped me to get out and be around people again and start toward my future goals”
- “this program gets you focused on what you[1] want in life; my goals and how I am able to achieve them”
- “if this program can work for me, it can work for anyone”.

Staff:
- “You can really see how this program changes people. When they came through the door on the first day, they were quiet—they keep to themselves and they sometimes didn’t make eye contact. By the end of the program, they are making eye contact, talking and seem more confident in themselves.”
"Ready, Set Go!": Moving Towards Employment

With Mental Health Clients

3 Phases

- Acceptance of the need for change to
- Problem recognition
- Problem definition
- Setting a plan for change, and
- Reviewing and practicing efforts to change that control the risks for relapse (failing to keep or maintain employment).

All About Me: A Collage

My Life Now...

What Holds Me Back?

Moving Forward:

Becoming

Motivated

Capable

Committed

Becoming Motivated

Becoming Capable

Being Committed

Moving Towards Employment
Phase 3

“GO”! ... BEING COMMITTED

- WORKING WITH JOB DEVELOPERS
  - MOTIVATED RELIABLE & DEPENDABLE
  - TRANSLATING MRD INTO TANGIBLE ACTIONS
  - HELPING JOB DEVELOPER HELP YOU

PREPARING ONESELF FOR THE JOB ...

REVISITING: WHY I WANT TO WORK, WHAT I WANT TO ACHIEVE

LOOKING BACK/FORWARD TO WHAT HAS/COULD GO WRONG
- IDENTIFY THE CHALLENGES
- REVIEW THEIR STRENGTHS & SKILLS
- WHAT CAN I DO, WHO TO ASK /SUPPORT

GO TO THE JOB TRIAL

REFLECTION: WHAT HAPPENED?
- DID I ENCOUNTER BEFORE
- DID I HANDLE AS I THOUGHT?
- IF SO GOOD ...
- IF NOT … WHAT CAN I DO DIFFERENTLY?

Set --- Go --- Job Trial

AMHS - KFLA
Addictions & Mental Health Services - Kingston
Frontenac Lennox & Addington - Vocational Rehabilitation Program.

It is a non-profit corporation providing a continuum of services to those with mental health and/or addiction issues.
Prior To RSG -- A Case Example

Violet

- Was diagnosed with depression and anxiety
- Had not worked in 5 years.
- As a young woman she worked in a restaurant.
- After having a child developed illness
- Expressed an interest to go back to work.

She had significant issues to work on in her preparation for work.
She had trouble solving problems and making good decisions.
Even when she was able to make up her mind she lacked the motivation to follow through.

Violet’s Path 2010-2012

- Vocational Skills Training - duration 3 months 3 days a week
- Anxiety reduction training – 5 sessions
  Violet thinks she could work in retail but she has no experience ... sets a goal ...
  - Develop retail skills Attends Skills for Retail - 12 Weeks of retail skills training including customer service, tools of the trade (cash register, calculator, computer, etc.), store procedures, retail math, health & safety. Included a 3 week retail experience set up through job developers.
- Violet goes to job development
  - She is enrolled in Interview preparation: a 5 session program to support a client in developing interviewing skills, including a mock interview, video taped and reviewed.
  - 90 Days To Shine ... Violet wants to make sure she has the skills to keep the job so she is enrolled in another program – 90 days to Shine which focuses on getting clients over the first day jitters. Workshop format – attended in the early days of the job.

Job Developers work with Violet to find a job in retail. A number of are set up – she attends a few and is hired.

SELECTION OF TRAINING VOCATIONAL TRAINING OPPORTUNITIES

- Interview Prep
- Vocational Skills Training
- Managing workplace jitters (First 90 Days)
- How to have a Positive Attitude
- Assertiveness
- Coping with Job Loss
- Working like you’re the Boss
- Seeking a Pardon
- Making a good first impression
- Time Management
- Maintaining Healthy Personal Boundaries
- Social Skills
- Accepting Employer Feedback
- Disclosures in the workplace
- Am I ready to go back to work?
- What to do when you hate your job
- Welcome to the World of Retail
- Crisis Survival Strategies
- Using the telephone as a job search tool
- Money Management
- Basic Problem solving
- Managing Stress in your life
- Anxiety Training
- Effective Communication
- Effective Organization
- Culinary Training
- Student Improvement Skills
- Making physical Training part of your recovery
- Career Counseling
- Personality Dimensions
- Self Care Action plan
- First Aid / WHMIS
STAFF TRAINING PACKAGE #4: RECOGNIZING & ELICITING CHANGE TALK

**Selection of Training Vocational Training Opportunities**

- Friendship Enterprises Training
- Interview Prep
- Vocational Skills Training
- Managing workplace jitters (First 90 Days)
- How to have a Positive Attitude
- Assertiveness
- Coping with Job Loss
- Working like you're the Boss
- Seeking a Pardon
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- First Aid WHMIS

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**Violet... her path in Vocational Rehabilitation**

*When she did go to work – only lasted a few (3) months!*

**Post RSG 2013 – 2016**

She returned in late 2013 things were different - referred to Ready Set Go. Went to work within the first 30 days of completion.

She worked for 28 months in a retail position doing well before moving on to more challenging roles within the business. She continues to work and looks to the future in a more positive way and is looking for advancement in her future.

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**Pilot Implementation of Ready Set Go 2010-2012**

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Results with the implementation of RSG

<table>
<thead>
<tr>
<th>Year</th>
<th>Intake</th>
<th>Total Exit</th>
<th>Total Clients</th>
</tr>
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<tbody>
<tr>
<td>2009-2009</td>
<td>68</td>
<td>195</td>
<td>158</td>
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<tr>
<td>2010-2011</td>
<td>133</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011-2012</td>
<td></td>
<td>247</td>
<td></td>
</tr>
</tbody>
</table>

Clients' service... length of time to obtain employment from intake.

- Intake 2011 to 2012: 6.0 mths

Average Number of Months to Obtain Employment

- 2011 To 2012 With Ready Set Go!
  - 1.47 months average
  - 30 days → 70.6%
  - 60 days → 11.8%
  - 90 days → 17.8%

All graduates had been successful in obtaining employment within the 90 day period.
Retention months

No. of retentions months through ODSP-ES Partnership

- 2008 = 161 months of retention
- 2012 = 351 month of retention

118% increase in months of retention

Job Developers had saying that a new trend was starting to emerge:

- Clients were not only getting jobs sooner and keeping their jobs – takes less jobs ... in the past in most cases it would take two, three or four jobs before a client was successful with job retention.
- Clients have were showing motivation to work in competitive employment, working more hours (pre RSG clients wanted to work on avg. 3-6 hours a week) after RSG Clients are working more hours.

Post Pilot – RSG OUTCOMES 2013-2016

17 groups of people completed the RSG program

- 106 people were enrolled in the program

- 58 Male, 47 Female
- average age was 36.6 years with a range of 18 to 63 years
- 35% reported a substance abuse issue
- 25% reported having prior criminal offences
- 89% reported being employed in the past
  - 65 participants reported short term employment experience (not greater than 5 years). The average length of employment for this group was 2.2 years.
  - 14 participants reported having long term employment (greater than five years). Their average length of employment for this group was 11 years.
Number of Participants Per Year

![Bar chart showing the number of RSG participants per year]

- In 2013, there were about 30 participants.
- In 2014 and 2015, the number was similar, around 30 participants.
- In 2016, there were fewer participants, around 20.

Total Sample -- Completion Rates

![Bar chart showing completion rates]

- Completed RSG (%): 2013: 40%, 2014: 35%, 2015: 30%, 2016: 25%
- Dropped Out of RSG (%): 2013: 15%, 2014: 10%, 2015: 5%, 2016: 2.5%

Who are the Drop Outs?

- 31 people dropped out of RSG
  - 13 male, 17 female
  - 32.3% had a substance abuse issue
  - 77.4% had been employed before
  - 22.6% reported having prior criminal offences

Reasons for dropping out %:

<table>
<thead>
<tr>
<th>Reason</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Issue</td>
<td>16.1</td>
</tr>
<tr>
<td>Mental Health</td>
<td>19.4</td>
</tr>
<tr>
<td>No Employment Goals</td>
<td>12.9</td>
</tr>
<tr>
<td>Education</td>
<td>6.5</td>
</tr>
<tr>
<td>Employment</td>
<td>6.5</td>
</tr>
<tr>
<td>Other</td>
<td>9.7</td>
</tr>
<tr>
<td>Illness</td>
<td>6.5</td>
</tr>
<tr>
<td>Absences</td>
<td>6.5</td>
</tr>
</tbody>
</table>
Sample With Post Program Outcome – Participant Overview

- Of the full sample of 106 participants complete post-program data was available for 70 individuals – all of these individuals completed the RSG program
  - 42 Male, 28 Female
  - The average age was 37.5 (ranged from 18 – 63 yrs)
  - 35.7% reported substance abuse issues
  - 24.3% reported prior criminal offences
  - 90% reported having been employed in the past
    - 43 participants reported short term employment experience (not greater than 5 years). The average length of employment for this group was 2.14 years.
    - 10 participants reported having long term employment (greater than five years). Their average length of employment for this group was 11.3 years.

Sample (n=70) With Post Program Outcomes

Friendship Enterprises (FE) is a small company under the larger banner of Addiction & Mental Health Services - Kingston Frontenac Lennox & Addington (AMHS) that employs between 20 and 25 people, split between café and custodial services.

Employees work under two Business Coordinators, who are employees of AMHS. There are also shift leaders who, in addition to custodial duties, support FE employees while on shift.

FE offers short term employment opportunities, typically for 3-6 months, for clients of AMHS in an employment setting. where employees can become familiar with the expectations of employers, build stamina for working in the community, develop teamwork skills and strong work habits.
Employees also have access to training opportunities in order to improve work performance. The goal of FE is to enhance employees’ skills in order to obtain competitive employment within the community. Employment at FE also provides employees with experience to put on their resume, and the Business Coordinators are able to provide references. They are evaluated as they would in any other business.

Friendship Enterprises (FE) have identified that clients are more motivated... employees are not calling in sick as much; they are arriving to work on time and are able to accept community jobs quicker.

### Friendship Enterprises (FE)
An Agency Sponsored Business

- 64 (91.4%) gained employment by 100 days post program
- 2 (2.9%) enrolled in an education program
- 4 (5.7%) remained unemployed

For those that gained employment... average length of time to employment was 1.53 months post program.
Employment Retention

- **64 (91.4%)** who gained employment had job retention data
  - **68.4%** were still employed at the date of last follow-up (dates varied by participant)
  - For the remaining **31.6%** the average length of employment was **8.6 months**
    - For those that did not keep their job the reasons for leaving included:

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIRED</td>
<td>5.3</td>
</tr>
<tr>
<td>QUIT</td>
<td>15.8</td>
</tr>
<tr>
<td>Laid Off/Contract End</td>
<td>10.5</td>
</tr>
<tr>
<td>Mental Health</td>
<td>21.1</td>
</tr>
<tr>
<td>Suicide</td>
<td>15.6</td>
</tr>
<tr>
<td>Family Issue</td>
<td>18.0</td>
</tr>
<tr>
<td>Cancer</td>
<td>18.0</td>
</tr>
<tr>
<td>Other</td>
<td>18.0</td>
</tr>
</tbody>
</table>

Those with Prior Criminal Offences

- Of the 70 participants with complete post-program data **17** had prior criminal offences
  - **14** Male, **3** Female
  - The average age was **37.5** (ranging from **18 – 63** years)
  - **64.7%** reported substance abuse issues
  - **88.2%** reported having been employed in the past
    - **11** participants reported short term employment experience (not greater than **5** years). The average length of employment for this group was **2.0** years.
    - **3** participants reported having long term employment (greater than five years). Their average length of employment for this group was **8.3** years.

- **82.4%** Gained employment
  - Of those **42.9%** were employed in the community

Where retention data was available, **58.3%** were still employed at last follow up.

The remaining retained employment for an average of **8.4 months**.
Those with Prior Criminal Offences

- For the **82.4% gained employment** - time to employment was **1.69 months** post program

![Bar graph showing time to employment](image)

The BENEFITS of RSG

Staff are able to assess client’s more accurately for readiness for change/employment

The outcomes have been many … most important is that clients are moving clients through to the labour market faster, less staff hours on the same clients over a long period of time, clients do not get stuck in the process, less “failure” & disappointments

The wait list has been eliminated.

Clients are getting employed faster and keeping their jobs longer.

Benefits Continued

There is more clarity in the process of Rehabilitation and this allows the client to take control of their progress and to reach independence … gone away from just keeping clients “safe”!

Staff no longer feel the need to persuade clients to move forward. It is now a partnership with the clients developing intrinsic motivation all consistent with the Psychosocial Rehabilitation principles that guide the agency.

“Due to the increased motivation and skill development individuals with a mental illness are not as stigmatised in the work place as frequently. (Clients have demonstrated the capacity to work and meet employers expectation, such as hours of work, work duties and are requiring less accommodations).”
The BENEFITS of RSG

The Vocational Rehabilitation Program is seen as more effective, efficient and more sustainable

Thank You!
Any Questions/Comments?

ELIZABETH FABIANO
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