



Summer 2017 Job Coach Handbook



Funding for the STEP program is provided by the Newport News Youth & Gang Violence Prevention Initiative

www.nnva.gov • ygvpi.nnva.gov • step.nnva.gov • EO Employer/Program

Our Mission:

To work as a team of committed, dependable, and influential professionals dedicated to the successful growth of the STEP participant and program.

Dear STEP Job Coach:

Welcome to the City of Newport News' Summer Training and Enrichment Program (STEP). As a Job Coach, you are in a unique position to provide meaningful mentorship and life skills development for the youth and young adults in our community. Your participation will enable participants the opportunity to develop positive work habits, attitudes, and job readiness skills.

The focus of STEP is to provide employer-based, subsidized, training experience for youth and young adults ages 16-24 that may lack the necessary job skills and experience to obtain unsubsidized employment. Our goal is to encourage youth to continue pursuing their educational goals while developing work readiness skills that will assist them to prepare for and obtain employment. Through STEP, students will have the opportunity to gain first-hand, real-world work experiences that assist them to prepare for better employment opportunities in the near future.

This handbook was prepared to help you understand the working relationship between you, the employer, the participant, and STEP. Inside this manual you will find valuable information that will help answer many of your questions.

We value your commitment in assuring a smooth transition between the STEP participants and the worksite. We are confident that this experience will be rewarding for you and the participant.

Sincerely,



**Summer Training and Enrichment Program
City of Newport News**

SUMMER TRAINING AND ENRICHMENT PROGRAM JOB COACH HANDBOOK

CONTENTS

A. General Information	Page 4
B. Role of Job Coach	Page 4
C. Role of Lead Job Coach	Page 5
D. Role of STEP Program Operators	Page 5
E. Role of Worksite Supervisor	Page 5
F. Professionalism	Page 6
G. Customer Service and Program Identity	Page 6
H. Personal Belongings	Page 6
I. Worksite Visits	Page 6
J. Problems on the Training Site	Page 7
K. Job Coach Suspension and/or Termination	Page 7
L. Time Recording / Payroll Procedure	Page 8
M. General Guidance for Mentoring Youth	Page 8
N. Monitoring and Evaluation of the Program	Page 9
O. Attachments	Page 10
• Participant Agreement	A1
• Tips on the Attendance and Payroll Process	A2
• STEP Job Coach Suggestion/Feedback Sheet	A3
• STEP Coach Job Description	A4
• STEP Lead Coach Job Description	A5
• Acknowledgement	A6
• Program Contact Information	A7



A. GENERAL INFORMATION

STEP is funded by the City of Newport News and is being implemented throughout city. The program is intended to provide meaningful training experience opportunities to eligible residents age's 16- 24, through a service delivery approach designed to meet the unique needs of the youth being served. This program will serve as a vital component in helping to prepare youth for the successful transition into the world-of-work and their academic careers.

Participating Worksite Agencies will provide valuable work training opportunities, and will be directly responsible for mentoring and supervising the youth's work performance during the period of participation.

B. ROLE OF THE JOB COACH

Job coaches will form supportive mentoring relationships with STEP participants providing guidance in workplace behavior, responsibility, and professionalism. Job coaches will also serve as liaison between STEP participant and worksite supervisors. Additionally, coaches will support assigned participants in securing permanent job placements, attaining needed support services to ensure that participant goals are accomplished, provide assessment, crisis intervention, and referral services, as needed.

Examples of Specific Job Related Tasks and Activities:

1. Meet with participants regularly to provide support and guidance regarding work performance and personal goals. (*Benchmark = 60% of participant interactions should be face-to-face*)
2. Visit assigned work sites and confer with work site supervisors regarding the work performance of participants.
3. Monitoring of the training plan to ensure that the participant is mastering the skills that have been agreed upon.
4. Serve as the initial mediator between participant and work site supervisor if a conflict arises.
5. Verify participant time and attendance records with worksite supervisor.
6. Provide referral information to participants regarding non-work related needs, e.g. housing, social services, counseling, etc.
7. Document activities by completing weekly Job Coach Time Tracking Log.

C. ROLE OF THE LEAD JOB COACH

Lead Job Coaches are individuals who serve as a supportive mentor and supervisor to STEP Coaches. Lead Job coaches will be responsible for:

1. Visit assigned work sites and confer with work site supervisors regarding the work performance of STEP participants.
2. Serve as the mediator between STEP participant and work site supervisor if a conflict arises.
3. Resolve any disputes between worksites and participants or participants and assigned coach.
4. Act on participant disciplinary issues including removal from program on recommendation of Job Coach and Worksite Supervisor.
5. Comply with all policies and procedures of the STEP Program.
6. Meet with assigned coaches and provide program updates
7. Monitor coach/participant relationships to help ensure success of participants.
8. Supervision of designated Job Coaches

D. ROLE OF THE STEP PROGRAM OPERATORS

Job coaches/team leaders are individuals who serve as a supportive mentor and coach to STEP participants. Job coaches will be responsible for:

1. Meeting with participants regularly to provide support and guidance on any issues that may arise during participation in STEP.
2. Visiting the worksites to confer with the worksite supervisors on participants' performance and support needs.
3. Verifying time and attendance records and with worksite supervisor.
4. Reporting issues to the designated Lead Coach for consultation and guidance on course of action should a problem arise with a participant and/or at a worksite
5. Monitoring of the training plan to ensure that the participant is mastering the skills that have been agreed upon.
6. Provide referrals to STEP participant to assist in non-worksite related needs.

E. ROLE OF THE WORKSITE SUPERVISOR

Worksite Supervisors will be regular employees of your business or organization, and will directly supervise STEP participants.

Participants will have a better chance to succeed if each Supervisor explains what is expected of the participant at the start of the assignment. In this regard, a participant orientation shall be provided to each participant by his/her Supervisor. At a minimum, the orientation should include the following:

1. Work Schedule and expectations (i.e. Hours of work, breaks, lunch, etc.)
2. Regulations of the agency, as they apply to the participant
3. Name and telephone number of person(s) to notify when the participant will be late or absent
4. Safety procedures and person(s) to whom accidents are to be reported

5. A clear explanation of exactly what duties and responsibilities will be expected from the participant, including an explanation of the criteria by which the participant's work attitudes and habits will be evaluated
6. Time sheet reporting system and procedures
7. Review of worksite cell phone policy.

F. PROFESSIONALISM

Because of the importance of the overall success of the participants' work experience; it is important that Job Coaches demonstrate professionalism in their daily interactions with both the participant and the worksite supervisor. You will set the example for the participant on the proper dress, punctuality, respectfulness, appropriate interaction with others (to include conversations), and behavior in the workplace.

The culture of the STEP program is professional, therefore, requiring a professional/business casual dress code. Revealing clothing should be avoided and body art should be covered. Shorts, offensive T-shirts, athletic apparel, worn jeans, and rips in clothing are not considered professional wear. Adhering to our professional/business casual dress code will assure Program Managers that your representation at worksites and city facilities is in accordance with STEP's professional culture and also enforce appropriate work attire for the participants.

G. CUSTOMER SERVICE AND PROGRAM IDENTITY

Job Coaches are first-line representatives of the STEP program. When interacting with supervisors and other pertinent personnel at the worksites, they should be professional, courteous, and willing to assist when and where needed. Job Coaches should understand their affiliation with the program and exhibit a shared responsibility for the welfare of the participant and employer.

H. PERSONAL BELONGINGS ON THE JOB

Job Coaches and other STEP employees may bring their personal belongings to work at their own discretion, however, it is strongly suggested that valuable personal items be left at home. STEP is not responsible for any employees' lost or stolen personal items.

I. WORKSITE VISITS

Job Coaches will be required to conduct on-site visits with each worksite early in the program, but no later than the first week of participant's assignment, in order to confirm assignment and address any start-up issues that require attention. You are expected to be professional and courteous when conducting worksite visits. Worksite visits should be structured and have specific goals for the visit.

The monitoring process is not designed to evaluate the Worksite Supervisor, but rather it is to assure that the training outline and program specifications are being followed. Visits should

include a thorough review of data, observation of operations and progress toward objectives, recommendations if corrective action is needed and follow-up on any issues pertaining to the general Worksite Agreement and attended responsibilities. Additionally, the visit should also assess the participants work behaviors, needs, and daily interactions in the workplace.

Through the duration of the program, Job Coaches will schedule routine site visits with the supervisor to monitor the progress of the participant. Site supervisors must permit the scheduling of such visits and be available to meet with the Coach at the designated time.

J. PROBLEMS ON-THE-WORK SITE

The Job Coach is a mediator who should be called anytime there is a problem with the participant's work performance, absenteeism or relationship with co-workers. Worksite Supervisors are encouraged to discuss and resolve problems initially; however, if after the discussion no progress has been made, it is the Coach's responsibility to help resolve the situation prior to elevating issues to the Lead Coach and/or Program Operator level.

IMPORTANT: The Job Coach must be informed of a problem as soon as it is clear that the Worksite Supervisor and participant alone cannot resolve it.

Communication between the Worksite Supervisor and the Job Coach is of utmost importance to the participant's development and makes for a positive experience for all. The participant has signed an agreement (see Conditions of Employment) consenting to certain rules in the program, and it is the responsibility of both the Worksite Supervisor and the Job Coach to see that these conditions are being followed.

Participant Suspension and/or Termination:

The following categories are potential grounds for suspension and/or termination from the program. *See Attachment for complete listing.*

1. Theft, Fraud and/or dishonesty (i.e. falsifying timesheets, etc.)
2. Misuse/Abuse of property or equipment
3. Fighting or use of abusive/vulgar language
4. Continuous absenteeism or tardiness (more than 2 violations following previous counseling)
5. Disruptive behavior and/or attitudes
6. Refusal to participate in assigned activities
7. Possession or use of any drugs, alcohol, or any illegal substances.

If a participant engages in any of the activities listed above or exhibits any of the inappropriate behaviors listed, the incident must be reported to the Lead Job Coach. The Worksite Supervisor and Program Operators have grounds to immediately suspend and/or terminate for any of the issues listed above.

K. JOB COACH SUSPENSION AND/OR TERMINATION

The following are potential grounds for suspension and/or termination from the program:

1. Lack of availability.
If an issue arises, job coaches are responsible for communicating with their Lead Coach as soon as possible. Each job coach will receive the contact information for his or her lead coach and STEP Program Coordinator.
2. Failure to perform specified duties of the Job Coach (i.e., monitoring participant progress, conducting routine worksite visits, assess needs, resourcefulness etc.).
3. Fraud and/or dishonesty to include the falsification of timesheets.

4. Criminal behavior such as assault, theft, bullying, illicit drugs use or possession, etc.
5. Use of or displays of profanity, fighting, verbal abuse, disruptive behavior/attitude.
6. Refusal to participate in training or team meetings.
7. Being under the influence of drugs or alcohol.
8. Possession of weapons (guns, knives, brass knuckles, nun chucks, or look-alike devices)
9. Inappropriate dress

If a job coach is in violation of the above, the incident will be reported to the Administrators of the Summer Training and Enrichment Program. A decision to terminate a job coach from the program will be made by the STEP Administrators and/or Lead Coach after having discussed the matter with the job coach.

L. TIME RECORDING/PAYROLL PROCEDURES

Timesheets and work logs will be submitted electronically to the lead coaches for review and approval by midnight Sunday of each week. Late submission of timesheets or work logs can result in non-payment for the week. Both the job coach and the lead coach are responsible for checking the timesheets and work logs thoroughly for accuracy and completeness. The lead coach approvals certify the correctness of entries, and are necessary for payment. Approval means that you both agree with the information on the timesheet and weekly work logs. Intentional misrepresentation on timesheets or work logs is grounds for immediate dismissal.

M. GENERAL GUIDANCE FOR MENTORING YOUTH IN WORK EXPERIENCE PROGRAMS

The work experience should be a collaborative effort between job coaches, supervisors, and the participant. As a Job Coach, it is part of your job to encourage the collaboration and to resolve problems, which hinder collaboration.

The work experience must have meaning to the young person or young adult. Doing something worthwhile, socially and economically useful, visible to others, and attracts community and individual attention can lead to increasing their feeling of self-worth. It is important that the youth be helped to understand how this work experience will help them develop and maintain a positive attitude toward work. If you are successful, you will be developing a climate in which you and the youth can positively benefit from the work experience.

Expressing interest in your participant's performance and providing encouragement are far more effective for reaching their goals than ignoring or punishing poor behavior and performance. When they understand what they are doing, are well supervised, and allowed to use their time constructively, your participants are more likely to positively respond. You should be ready to meet, mentor, and help the participants from the moment you meet them. Therefore, you should take time to prepare before they report for orientation.

If an issue with a participant arises and you have made an attempt through discussion to resolve it without success, please do not hesitate to ask your assigned Lead Job Coach for assistance.

N. MONITORING AND EVALUATION OF THE PROGRAM

1. Your Role in the Evaluation

Just as it is part of your job to evaluate the performance and behavior of the participants you mentor, it is a program requirement that your responsibility as a job coach be evaluated to ensure the participants are receiving the necessary level of mentorship, guidance, and support that the STEP program considers sufficient to provide youth a meaningful and rewarding work experience. Listed below are items to consider:

- ✓ Knowledge and ability to execute Workforce Readiness Skills such as resume development, job searching tools, goal setting, availability of community resources;
- ✓ Ability to motivate and encourage good performance;
- ✓ Accuracy and completeness of records, including time and performance records;
- ✓ Ability to effectively interact with worksite supervisors;
- ✓ Quality of mentorship/life skills development for youth;
- ✓ Availability, job performance and timeliness of reports, etc.;
- ✓ Quality and quantity of work products produced by participants under your supervision;
- ✓ Maintenance of safe working conditions.

2. Program Evaluation and Improvement

The entire program is constantly under review to make it more valuable to all involved. You are expected to cooperate and to provide accurate information to the different evaluation teams. Beyond this cooperation, we want your help in improving the programs and ask for your suggestions. A form (see Attachments) has been developed so that you can offer and submit suggestions for improvement at any time during the course of the program.

ATTACHMENTS

**NOTE: ALL *STEP PARTICIPANTS* HAVE SIGNED THIS AGREEMENT
BEFORE BEGINNING THE WORK EXPERIENCE**

CONDITION OF PLACEMENT AS A WORK EXPERIENCE TRAINEE

I have been placed as a trainee by STEP to gain valuable work experience. I understand that there are certain conditions of employment that I agree to follow.

1. I will be on time for work every day, and return from my breaks and/or lunch on time.
2. I will call my worksite supervisor each day I have to miss work.
3. I will dress appropriately for my worksite.
4. I will not leave work early unless my supervisor knows about it.
5. I will not argue or use inappropriate language with my supervisor or co-workers.
6. I will not behave in an inappropriate or unsafe manner.
7. I will not abuse telephone privileges.
8. I will be responsible for payment for any unauthorized long distance phone calls I make.
9. I agree to respect my employer's property and not borrow items or steal from the worksite.
10. I will not fudge or falsify my timesheets, that is, I will not add any hours to my timesheet I did not actually work.
11. I agree to notify my supervisor of any injury that I might get on the job, immediately, and agree to abide by established general safety rules.
12. I agree to work a minimum of 20 hours weekly while enrolled in the program.
13. If assigned to classroom training, I will not cut class. I will complete all assigned work.
14. I will not bring to or use any type of weapon (even the smallest pocket knife) at my worksite or school.
15. I will not use alcohol or drugs during work hours or come to the worksite under the influence of alcohol or drugs at any time.
16. I will respect and follow all the customary business rules and procedures that are in place at my worksite.

I realize that violation of any of the rules listed above may result in me being dropped from the program.

Participant Signature

Coach/Mentor

Date

Date

TIPS ON ATTENDANCE SHEET AND PAYROLL PROCESS

YOUTH

- ✓ Use standard time only. No ditto marks or military time is accepted.
- ✓ No hours are to be entered for days the participant was absent. Please write "ABSENT" or "OFF" for those days.
- ✓ No paid sick leave or holiday.
- ✓ If any participant works over 5 hours, **the timesheet must reflect a lunch break of at least 30 minutes.**
- ✓ Please round off the time to the closet ¼ hour (15 Minutes).
- ✓ Work time must always be recorded **after** the work is performed, **never before.**
- ✓ **PAYMENT CANNOT BE MADE ON AN INCORRECT OR LATE TIME SHEET!** Time sheets, which violate the above rules, **will be sent back to the participant** with a **NOTICE OF REJECTION** showing how it must be corrected. This could mean that the participant's paycheck will be held over until the next payday if the corrections are not submitted by the deadline.
- ✓ Timesheets should be submitted in a **completed** form only.
- ✓ Timesheets must be submitted electronically by 9:00 A.M. every Monday.

JOB COACHES

- ✓ Make sure to check your electronic timesheet and work logs for accuracy.
- ✓ The **Lead Job Coach approves the Job Coach's timesheet** and verifies correctness of the daily work logs to match weekly work hours submitted for pay.
- ✓ **Weekly timesheets and work logs are due by midnight on Sunday of each week.** Late submission will result in a delay of pay for that week.
- ✓ Please round off time to the closet ¼ hour (15 minutes).
- ✓ No hours are to be submitted for work not performed.
- ✓ Mileage reimbursement must be submitted at the end of each week.
- ✓ **Lead coaches will submit timesheets for all job coaches to the Program Manager on Monday of each week for processing.**

STEP JOB COACH SUGGESTION/FEEDBACK SHEET

NAME: _____ PHONE NUMBER: _____

LEAD COACH: _____

1. Describe the present situation, condition, method, or procedure to be improved. Please be specific.

2. What is your suggestion? Be specific – describe the improvement and tell how it can be made.

3. I believe my suggestion will:

- Increase Service
- Improve Methods
- Improve Quality
- Prevent Injuries and Illnesses
- Reduce Costs
- Other (Identify):

STEP JOB COACH DESCRIPTION

Summary:

The STEP Job Coach serves as a mentor to students/young adults participating in the Summer Training and Enrichment Program (STEP) and meets with participants on a daily basis. Responsibilities include implementation of various Work Readiness Skills (WRS) as specified by the programs coordinator, as well as implementing and managing standards for participant services to ensure a successful work transition for participants and employers.

Essential Duties and Responsibilities:

- Establishes and maintains professional working relationships with STEP participants, community partners, staff and administrators to promote program goals.
- Ability to work effectively in a team environment.
- Meet with STEP participants (individually or in small group) daily to provide support and guidance regarding work performance and the achievement of personal goals.
- Visits assigned worksites on a daily basis to confer with work-site supervisors regarding participants' work performance; keeps daily log of communications and conflicts that might arise at perspective work-sites.
- Acts as liaison between City of Newport News STEP program and partner organizations, as well as STEP participants: communications with all stakeholders on a consistent basis to ensure active participation and adherence to program guidelines.
- Identifies resources for participants and provide referral information regarding personal/social needs (e.g., housing, social services, counseling, crisis intervention, etc.).
- Contributes to the development and execution of program goals and measurement criteria.
- Attends STEP Job Coach Orientation and training session(s).
- Provides Program Coordinator with information and data necessary for reports as required.
- Comply with all policies and procedures of the STEP Program.
- Performs other duties as assigned.

Knowledge, Skills and Abilities:

- Knowledge and understanding of the purpose and goal of the STEP program, including its policies and procedural guidelines.
- Possess strong oral and written communication skills.
- Ability to work a flexible schedule.
- Strong knowledge of students/young adults support programs and ability to make proper referrals.
- Possess excellent organizational and interpersonal skills.
- Ability to supervise STEP participants and assess their needs.
- Ability to work effectively with at-risk and disadvantaged populations.
- Ability to meet deadlines, with attention to details.
- Ability to work independently and take initiative and responsibility for program participants.
- Knowledge and proficiency in computers and other 21st century technologies.

Essential Requirement(s):

To perform this job successfully, an individual must be able to work a flexible schedule to include evenings, have access to a personal computer and use of a personal vehicle.

STEP LEAD JOB COACH DESCRIPTION

Summary:

The STEP Lead Job Coach works alongside project managers and the City of Newport News personnel to provide coaches, program participants, participating employers and other stakeholders' effective guidance toward the objectives of the Summer Enrichment and Training Program (STEP). Responsibilities include supervising STEP coaches and participants, providing program direction, setting clear team and individual goals, monitoring performance, resolving conflict and enforcing STEP procedural guidelines and policies.

Essential Duties and Responsibilities:

- Serves in a supervisory capacity to oversee the daily work performance of STEP Job Coaches, intervening when necessary to aid with resolving issues.
- Provides team leadership, supervision and coaching.
- Establishes and maintains professional working relationships with STEP coaches, participants, community partners, staff and administration to promote program goals.
- Ability to work effectively in a team environment to plan and organize group meeting times, places and agendas.
- Meet with STEP coaches (individually or in small group) routinely to provide support, resources and guidance.
- Occasionally visits assigned partnering worksites to confer with work-site supervisors regarding job coach performance; keeps daily log of communications and conflicts that might arise.
- Serves as liaison between City of Newport News STEP program and partner organizations, as well as STEP participants: communications with all stakeholders on a consistent basis to ensure active participation and adherence to program policies and guidelines.
- Assists STEP coaches with identifying resources for participants (e.g., housing, social services, counseling, crisis intervention, etc.).
- Contributes to the development and execution of program goals and measurement criteria.
- Attends all STEP Job Coach/Lead Coach Orientation and training session(s).
- Provides Program Coordinator with information and data necessary for reports as required.
- Comply with all policies and procedures of the STEP Program.
- Performs other duties as assigned.

Knowledge, Skills and Abilities:

- Knowledge and understanding of the purpose and goal of the STEP program, including its policies and procedural guidelines.
- Excellent communication and leadership skills.
- Excellent time management, organizational and decision-making skills.
- Knowledge of various data tools used to measure performance.
- Thorough knowledge of community support programs for youth and young adults.
- Possess excellent organizational and interpersonal skills.
- Ability to make decisions without compromising the integrity of the STEP program.
- Ability to work effectively with at-risk and disadvantaged populations.
- Ability to meet deadlines, with attention to details.
- Knowledge and proficiency in computers and other 21st century technologies.

Essential Requirement(s):

To perform this job successfully, an individual must be able to work a flexible schedule to include evenings, have access to a personal computer and use of a personal vehicle.

Education and Experience:

Requires completion of one year college in a related field and one year of programmatic experience, or an equivalent combination of education and experience.

STEP JOB COACH ACKNOWLEDGEMENT

I hereby certify that I have read the preceding STEP JOB COACH Handbook and fully understand the policies set forth therein and the responsibilities charged to me as a Job Coach. I accept the responsibilities as outlined in the Handbook and agree to abide by all terms thereof.

Please type or print clearly:

Job Coach Name

Signature

Lead Coach Name

Date

This form must be completed and returned by all Job Coaches.



QUESTIONS – CONTACT

Sheila Trice-Myers
STEP Program Coordinator
City of Newport News
757-375-6267
strice-myers@nnva.gov

LaToya Delk
STEP Program Assistant
City of Newport News
757-926-7030
ldelk@nnva.gov

MaRhonda Echols
Manager
Youth and Gang Violence Prevention
City of Newport News
mechols@nnva.gov