

## **Clubhouse Staff Hiring Procedures**

Information from a number of Clubhouses shows much similarity with respect to well developed, well balanced procedures for staff hiring. The following summary of these procedures can be informative for all Clubhouses. With each of the Clubhouses that supplied information, members are significantly involved in the hiring process. Balance is reflected in the following ways.

- A small group of members and staff focus and carry through with the hiring process, while also opportunities are provided for input from all in the Clubhouse.
- A structured interviewing process is conducted, while also there are opportunities for job applicants to participate in Clubhouse life.
- The Clubhouse director is involved and has bottom line responsibility while Clubhouse-wide forums promote decision-making by consensus

The following features are instrumental in accomplishing hiring outcomes based on fair and thorough evaluation of applicants.

- Resumes are available to all in the Clubhouse, and all are encouraged to give input with regard to which applicants to schedule for interviews.
- A committee is formed of five or six people who are committed to conducting the interviewing process for all applicants for a job position. The committee is comprised of both members and staff and of both people from the area with the job opening and people based elsewhere in the Clubhouse.
- People on the committee are trained in interviewing techniques, including questions that are illegal to ask job applicants.
- A format of specific questions is developed, with these questions to be asked of all applicants.
- Each applicant is introduced to the Clubhouse through a tour, followed by the interview.
- After the interviews, the committee deliberates as to the qualifications of each applicant and usually narrows the list of applicants to be further considered.
- Arrangements are made for applicants under consideration to experience and participate in the Clubhouse environment. Usually, this entails a half day working in a unit or units, attending unit and Clubhouse meetings, and having lunch.
- Forums are held encouraging people on the committee and all in the Clubhouse to share, express, and discuss their reactions to the interviews and to the Clubhouse participation of the applicants with a goal of reaching consensus.
- The Clubhouse director is involved in the process either as a member of the committee, through an additional interview, or through feedback and recommendations from the committee and from the Clubhouse generally.
- References are checked.
- A final decision is made based on the views of the committee, consensus among members and staff, references, and the bottom line responsibility of the director.

## Clubhouse Staff Evaluation Procedures

Many Clubhouses struggle with finding an effective and helpful way to involve members in the important process of staff evaluation. However, all Clubhouses agree that having member input into this process is of great importance.

We have canvassed a group of Clubhouses with strong practices for engaging members in staff evaluations. The following is a description of a staff evaluation process that draws from aspects of many of these Clubhouses procedures. It is a suggested way to begin the process of staff evaluation, although clearly each Clubhouse would personalize it for its own community.

The process:

Every year, before a staff person is going to have his/her evaluation, one of the units becomes responsible for disseminating a form that elicits members' views on various aspects of that staff member's job performance. The members can choose to use their names, or simply submit the forms anonymously. There is a central collection box in the Clubhouse, and members can simply leave the completed form in the box. Prior to the evaluation, the Director (or supervisor) can collate the responses from the forms and fill out one final form that is the result of synthesizing all of the forms. This is then shared with the staff worker during the evaluation and becomes an official part of the evaluation document.

This process is attractive because it gets the broad overview of members' feelings and thoughts about the staff worker. Processes that only include evaluations from one or two selected members can be skewed by the very strong feelings of a few, that may not at all represent the general membership.

The following is a staff evaluation form used by Stepping Stone in Australia. It might serve as a useful start for Clubhouses, who can then take the form and individualize it for their particular needs.

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STAFF APPRAISAL NAME: \_\_\_\_\_

Date: \_\_\_\_\_

<b><u>Interpersonal Skills</u></b>	<b>(Low)</b>					<b>(High)</b>
Ability to relate to members in a positive way	1	2	3	4	5	
Is approachable	1	2	3	4	5	
Ability to motivate members	1	2	3	4	5	
Is a good listener	1	2	3	4	5	

Does effective outreach to members	1	2	3	4	5
Works well as a team player	1	2	3	4	5
Acknowledges other peoples efforts	1	2	3	4	5
Works well alongside members	1	2	3	4	5
Makes new members feel welcome	1	2	3	4	5
Maintains good relationships with other agencies	1	2	3	4	5

**Program Skills**

Helps members learn new skills	1	2	3	4	5
Involves members in decision making	1	2	3	4	5
Creates opportunities for member involvement	1	2	3	4	5
Encourages member involvement	1	2	3	4	5
Encourages members ideas	1	2	3	4	5
Is sensitive to members needs	1	2	3	4	5
Attempts to develop meaningful work for members	1	2	3	4	5

**Management Skills**

Good manager of time	1	2	3	4	5
Ability to plan effectively	1	2	3	4	5
Attends morning and unit meetings on time	1	2	3	4	5
Helps provide enough structure for the unit	1	2	3	4	5
Keeps appointment times with members	1	2	3	4	5
Follows through with commitments	1	2	3	4	5



**Resourcing Members** **Low** **High**

Advocates on behalf of members	1	2	3	4	5
Helps members develop realistic goals /plans	1	2	3	4	5
Helps members link with their community	1	2	3	4	5
Is flexible within their role at clubhouse	1	2	3	4	5

**General Quality of Work**

Has a good knowledge of clubhouse philosophy	1	2	3	4	5
Helps make the clubhouse a safe place to come	1	2	3	4	5
Does their share of domestic jobs in the clubhouse	1	2	3	4	5
Is patient when explaining something new	1	2	3	4	5
Is calm and responds well in crisis situations	1	2	3	4	5
Recognises members individual needs	1	2	3	4	5

**General Attitude**

Is enthusiastic about clubhouse activities	1	2	3	4	5
Is enthusiastic about clubhouse employment	1	2	3	4	5
Responds well to feedback	1	2	3	4	5
Actively participates in meetings	1	2	3	4	5
Doesn't spend too much time working alone	1	2	3	4	5
Represents Stepping Stone in a positive and professional Manner	1	2	3	4	5

**Employment Support Skills**

In role as placement manner	1	2	3	4	5
Support role on placement management	1	2	3	4	5

Assisting members to learn the job 1 2 3 4 5

Keeping up to date Reflection notes 1 2 3 4 5

Providing individual support/employment hours 1 2 3 4 5

**OTHER COMMENTS**

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**GOALS:**.....

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