**Leadership: Shifting Your CIL into High Gear**

**Presented by Christy Dunaway, Robert Hand, Bill Henning and Lee Schulz on September 30, 2013**

>> TIM FUCHS: Good afternoon, everybody. I'm Tim
Fuchs with the National Council On Independent
Living here in Washington, D.C.. I want to
welcome you to IL-net's newest webinar,
"Leadership: Shifting your CIL into high gear:"
This webinar is presented by CIL-net, a program of
IL-net technical training for centers and SILCs.
It's operated among ILRU, NCIL, and APRIL with
support provided by RSA at the US Department of
Education.
So we are recording today's call so that we can
create an archived version on ILRU's website. You
and your colleagues can access that within 48
hours and it includes all of the audio, captions,
PowerPoint, from today's presentation.
We will break several times during the
presentation to take your questions. And, in
fact, we will do that after each of the questions,
we'll be discussing with the presenters today. So
we will have ample opportunity for questions and
really encourage your interaction and questions
and feedback.
We'll also have a final Q&A at the end of the
call. So I just want you all to know that.
If you are on the webinar today, you will see the
chat screen. I see some of you are using it, in
the bottom right-hand corner. You can type your
questions in the white text box, click enter and
they will show up to us. We will see them and
take them in the order that we receive them.
For those of you on the phone, you can ask a
question by pressing star pound, and that will put
you into the queue, and, again, we will take them
in the order that they are received. And also I'm
logged into the captioning screen. On the Closed
Caption Productions, there's a chatroom there and
you can put questions in there.
I want to point out that we have an evaluation
form for today's call. It's very brief and easy
to complete, and we're really, really interested
in your feedback. We take our evaluations really
seriously, and they are first and foremost in our
review of our programs, and the program
improvement for the future. So please let us know
what you thought. I know a lot of you
participating in small groups today and that's
great, but please do fill out the evaluation as an
individual. We want to know what everyone thinks.
If you are on the webinar, that PowerPoint you are
looking at the title screen right now, slide one,
that will display and change automatically. But
if you are on the phone today, and you don't have
the PowerPoint in front of you, you want to make
sure that you get that now. The PowerPoint was attached to the confirmation email that was sent
to you with the connection instructions. If you
don't have that handy for any reason, you can
email me at Tim@NCIL.org, that's
t-i-m@n-c-i-l.org. I have my email open in front
of me. Make sure you have the PowerPoint open
before we begin.
Okay. So the only thing I have left to do is
introduce our presenters and I want to thank them,
really sincerely for working with us over the last
few months. We had initially thought of this
webinar and thought it would be a great thing to
do, and each of the people that you are going to
hear from today, actually responded to a small
survey that we sent out about leadership and
centers and we were really intrigued by the
results and it kind of got us really excited about
this webinar. I know you will enjoy it.
First, we have Christy Dunaway. Christy is the
executive director of the Life Centers for
Independent Living in Mississippi. We have Bob
Hand and Bob is the executive director of
Resources for Independence of the central valley,
in and around Fresno, California.
We have Bill Henning with us. Bill is the
executive director of the Boston Center for
Independent Living. And finally we have Lee
Schulz who is the president and CEO of
Independence First in Milwaukee, Wisconsin.
So to all of you, thanks again for your hard work
on this. I'm really looking forward to this and I
will turn the floor over to Lee and I will go to
slide two. Lee?
>> LEE SCHULZ: Well, thank you and welcome,
everybody.
If we are successful today, after this training,
you will be able to describe the differences
between management and leadership. The overlap
between the two and the implications for CIL
operations. Also, you should be able to describe
the critical success factors for an effective CIL
leadership, and you will be able to identify
strategies to elevate your leadership abilities,
including ways to improve listening skills when
dealing with consumers, staff and the community.
And lastly, you will be able to describe the best
practices for preparing the staff members to
increasingly higher levels of responsibility.
With that, we will start today with Christy
Dunaway who is going to describe the differences
between management and leadership, and overlap
between the two and the implications for CIL
operations. Go ahead, Christy.
>> CHRISTY DUNAWAY: Thank you. Good afternoon,
everyone, this is Christy Dunaway.
As Tim said, I'm the executive director of Living
Independence for Everyone of Mississippi. We
operate six offices here in the state. So when
they asked me if I would consider participating on
this, and working with them on this webinar, I
agreed to do it, not necessarily because I have
figured out the difference between management and
leadership myself, but I just wanted to point out
that management and leadership are very difficult
to distinguish between the two.
When I went and looked up the definition of both,
I realized quickly why I have always had trouble
with it and you probably have as well. Wikipedia
defined management as the active coordinating of
people to accomplish desired goals and onives
using available resources efficiently and
effectively.
Management is comprised of planning, organizing,
staffing, leading, or directing and controlling an
organization, a group of one or more people or an
effort for the purpose of accomplishing a goal.
Leadership is defined by Wikipedia as a process of
social influence in which one person can enlist
the aid and the support of others in the
accomplishment of a common task. Although there
are also other in-depth definitions of leadership.
Leadership is organizing a group of people to
achieve a common goal.
You notice the similarities. And that's why it's
often -- as soon as I realized that, I realized
why it was often difficult to manage when you
should be leading or leading when you should be
managing.
As the director of a center, my board members, the
community, both disability community and the
general public, my funding sources, all of my
staff, they all expect me to be a leader in
advocacy efforts. It takes a lot of time, it
takes a lot of skill, and you are serving as a
role model, a person that the staff members can
look up to.
When you are managing, it means that you are being
responsible for staffing the center for
independent living. And it means handling or
being aware of disciplinary platters and ensuring
that the programming staff are performing the
tasks that you are signed to them, as well as
having the responsibility for all of the daily
activities of the center, like getting the bills
paid, bringing in the money for the programs,
et cetera.
And so it's -- it's a lot to do.
What we figured out here in Mississippi was that
it was difficult to both manage and to lead and to
serve as that role model for the staff and the
consumers if you had disciplinary supervision over
9 staff. So what we did here, to make it easier
for both myself and my staff members, they all
know that I'm still the executive director of the
independent living program, but I am no longer in
charge, necessarily, of personnel. We have put
our assistant director and she's the acting
director when I'm not in the office, but the
assistant director now serves as our director of
personnel. She enforces personnel policies. She
handles all the disciplinary actions and the staff
issues, et cetera.
It keeps me the one who is perceived as being the
leader. It keeps me one step removed from all the
disciplinary action, and it makes it easier for
the staff to work beside me when we're working on systems advocacy issues in the state.
While I'm still ultimately responsible for
personnel and other day-to-day management issues,
obviously, the staff are interacting with me
mostly with -- they see -- they are interacting
with me as the leader of the organization and not
necessarily the personnel or the human resource
person. So I'm still the director of the
organization, but I have turned personnel issues,
human resource-type issues over to the assistant
director and that's worked really very well for us
here in the state of Mississippi. So's just a
suggestion.
Our board members should always be involved
actively in determining our role. My board
realized -- they saw the problems that we were
having with me, both managing the Center for
Independent Living, and being responsible for all
the staffing issues and also trying to lead. So
they are actually the ones who -- we approached
them with the idea of turning the personnel issues
over to the assistant director. However, because
it's difficult to do both, you have to be both a
manager and a leader. So you need to ensure
absolute fairness.
You know, the entire philosophy of independent
living is based on the equality of all people.
You have to make sure that your personnel issues
are clear, concise and followed in every
circumstances.
So with that, I'm going to turn it over to Bill.
>> BILL HENNING: Yep, thank you, Christy.
>> CHRISTY DUNAWAY: Sure.
>> BILL HENNING: You know, when I think about
leadership and management, I would just let folks
know, I have been doing this in one way or another
over 30 years, and disability rights since 1984.
I'm sitting here thinking about it, and it's
really like a journey, and at some point, you
hopefully acquire enough knowledge from -- by
talking to other people and I think it's important
to note, even though it's not on the notes here,
in learning from your -- learning from your
mistakes. I probably have made every conceivable
mistake there is, many two or three times. And,
you know, we are here presenting, but I think -- I
suspect all of us have had some tough times in the
management and it's very hard. It's very hard in
independent living around, you know, oftentimes
there are personnel issues and Christy had some
great ways how they work on them, but it -- you
will get battle scars if you are in this field,
and that's okay. And oftentimes I will say, do as
I say, not as I do, because it's constantly being
challenged.
It's real important and I really learned this many
times that you have to give real high attention
directly and through delegation to critical
structural elements of your organization. You
have to build a strong work environment. I used
to be real big on we're doing it are to the cause.
We're doing it for the freedom of our brothers and
sisters and I still believe in that ethic very
strongly, very, very strongly, but the people who
work in your office every day have to put food on
the table. Have to pay the rent, have to have a
good work environment as they slog through the
daily grind. Some days it's not that easy, you
know, it's data entry. It's dealing with
difficult consumers. You know, there's lots of
rewards in this, helping people to live
independently, but you've got to create an
environment where people are productive, can feel
good about themselves and feel part of a team.
So you've got to have things such as good
personnel policies, review them periodically. You
have to have good staff and consumer feedback
systems, sufficient communication means and good
office equipment. No small deal. You have to
have computers that work in this age and be able
to access the Internet and the cloud and whatever.
I don't even know all of it, but I know my staff
need it, demand it and deserve it. And you have
to broadly speak compensate people well. Not
every center is vested with great resources but
you have to respect people. You have to try to
pay well. You have to have vacation time, a
disability policy, if you can afford it dental
insurance, health insurance, vacation. Even
retirement plans, whether you pay in or just give
people access to a 501 whatever it's called -- a
401(k) or whatever it is. You know?
You've got to treat people as employees.
Now, in our field, being a leader in disability
rights, I would emphasize quite clearly, you have
to be on the front lines in some way. You have to
know about the services you are providing. You
also have to know about the issues you are
pursuing in this systemic advocacy field. So this
is where management and leadership play look a
little bit different, because part of it is just
being very mission driven. You have to do the
management to make sure you get to the mission.
You have to have the mission so that people are
working for something solid and a goal, but you as
a leader have to know it.
I have been in forums where, you know, you may not
see the leader of an Independent Living Center.
Recently there was a forum in -- we were
discussing big issues in the state and a number of
leaders weren't able to make it. I think they
were all good reasons. I'm not making a critique,
but I know a number of people brought up the
issue, well, where were they? Where were the
other leaders? I happened to be there. I'm not
making a critique, because everyone has busy
struggles. It's illustrative of how people play
out. If this was a big meeting, where were these
people? Again, they were probably doing more
important stuff in their minds and it may have
been.
But connecting to issues that are out there is
real important. You can't be a leader if you
don't know, eat, sleep and drink this stuff to
some degree.
You have flare, that's all the better. If you are
dramatic, if you are on the front-lines of a rally
or a protest speaking at your state house or city
hall or wherever, great, but it doesn't always
have to be that way. Sometimes it's quietly just
being present. Leadership isn't always the
dramatic, but it's real important. I have just
don't believe you can separate the mission from
the practice. Of being a manager. If you are not
taking care of the good, internal -- the important
internal structural items.
And all of this, communication is important. It's
fundamental.
It gets said a lot. I think one of things that I
do, they read the business pages and the
newspapers and some people go online. But they
often have articles or stories of people who are
successful managers and one thing they will always
talk about is communicating. Communicating
directly to staff, communicating a bigger message.
As a leader, you are the primary medium for
communication to people, in lots of ways. And
that's real important. Whenever I've had
problems, it may not be because I'm doing the
wrong thing. It's because people don't know. I
probably haven't effectively communicated what's
going on to other managers or to line staff or to
board. You know, you don't want to over do it,
but for the most part, you can't communicate too
much. Again, don't slobber it on, but tell what's
happening. Tell what's happening, and I think
that's really, really important thing to keep in
mind if you want to be a leader in any kind of
way, communication.
Any questions?
>> TIM FUCHS: All right. Thank you, bi. Thank
you Christy. We will open it now for questions.
Just as a reminder, you can type your question in
the bottom right-hand corner, in the chat box. If
you are on the telephone today, you can press star
pound to indicate you have a question. Or you can
type your question in the chat box on the CART
screen as well. So I will give a moment for
people to type those questions out.
I don't see any now, so I will give people about
20 seconds to allow people to think of a question.
And, again if you have a question on the
telephone, you can press star pound.
And here's our first question coming in from the
web, Maureen Ryan is wondering, Christy, does your associate director also do systems advocacy work
in.
>> CHRISTY DUNAWAY: Yes, she does. She does, but
she's always there beside us, if we are up at the
state capitol or going into meetings with
Department of Health, mental health, whatever.
She's always right there beside us but I'm usually
the one that's taking the lead, unless for some
reason, you know, if I have an illness or
something and I simply can't be there for whatever
reason, then she will take over for me. But, yes,
typically, she's right there beside us.
>> TIM FUCHS: Great. Thank you.
Okay. Just give a few more moments here.
>> LEE SCHULZ: Tim, this is Lee. Can I ask
Christy a question?
>> TIM FUCHS: Absolutely.
>> LEE SCHULZ: Christy, in your split between your
role as director and HR, you have turned those
responsibilities over, but I will presume that you
haven't turned over hiring responsibility.
>> CHRISTY DUNAWAY: No, but, she's again, right
there beside me too, when it comes to hiring. We
have a position open now, and we went together to
the office and interviewed seven or eight people
last week. So I will always be involved in the
hiring of people, and I will always be involved in
firing, as well, but the disciplinary in between
those two things, she takes care of.
>> LEE SCHULZ: Thank you.
>> CHRISTY DUNAWAY: You're welcome.
>> TIM FUCHS: Okay. I'm seeing a little bit of
activity on the chat, but nothing entered yet.
You can press star pound if you have a question on
the phone.
We will give it just a few more seconds and if we
don't get any questions then we will go back to
the presentation.
>> BILL HENNING: I see a question that has popped
up, Bill.
>> TIM FUCHS: Thank you, Bill. I was looking at
my notes. Okay, let's see, the next question
comes from Nayana Shah. Is this true with Bill
and Lee's centers having an associate director.
Do you employee associate directors as well?
>> BILL HENNING: We have an assistant -- a deputy
director, as it's called. I'm sure the function
is similar and it's a person would oversees a
couple of programs, yes, in my absence, but it's a
person, Lee knows him, Courtland Town who is an
outstanding thinker, program manager and it's very
much a team effort what we do. I think if you can
have somebody you can highly trust and who is
highly competent as I have, it really makes for an
effective management system.
>> TIM FUCHS: Good. Lee?
>> LEE SCHULZ: Well, I had an associate director
and that person resigned a few months back and we
are actually going to replace that position with a
COO and that person will be in charge of all
operations. I'm going to kind of retain finance
and HR. So that's a little bit different than
Christy's arrangement.
>> TIM FUCHS: Okay. Thanks. How about you, Bob?
>> BOB HAND: I don't have an assistant director,
but in some ways, I think work, as Christy was
talking about, because I have program directors
and I always work with them saying, it's best to
handle personnel issues at the lowest level
possible.
So hopefully most of them aren't coming up to me,
but they are dealing with them at that level. And
then only if it gets really severe does it come up
to me.
>> TIM FUCHS: Okay. Good. Thank you.
All right. Our next question comes from Marybeth
Luby, and she asks, I believe staff should attend
meetings alongside management when appropriate. I
feel it helps staff to do -- to have different
roles of responsibility, do you agree? Christy,
do you want to respond to that?
>> CHRISTY DUNAWAY: Sure. Yes, I absolutely
agree, Marybeth. My staff are always with me,
especially if it deals with their particular
program. If their program is funded by, you know,
the department of rehab services or the Department
of Health, then the program manager is going to go
with me and those staff are going to go with me.
So I absolutely agree. We actually touch on, that
I think, a little bit later on in the
presentation, but that's the best way, really, for
staff to learn, how to become leaders is, you've
got to get them involved and you've got to give
them the responsibilities. So I agree with you
completely.
>> TIM FUCHS: Great. Great. Okay. Another quick
question for a number of you <!32768> Patt Kosier.
For those of you who have an associate assistant
or a deputy director, how many total staff do you
have? Christy, do you want to start?
>> CHRISTY DUNAWAY: Yeah, we have 28 staff members
and then we have another 20 Americorps members.
>> TIM FUCHS: Is that among the --
>> CHRISTY DUNAWAY: Yeah. Well, the Americorps
members are spread out across the 28 offices and
the 28 are spread among the six offices we have.
So it's definitely enough to warrant two people in
charge.
>> TIM FUCHS: Yeah, yeah. Okay. How about you,
Bill?
>> BILL HENNING: We have approximately 35 staff.
I have a couple of positions in flux and we also
have in our attendant program a number of people
we hire on contract labor. So we might be
connecting with 50 people, and we -- I have an
assistant director, as I said. But when I was
director of a smaller center, with I think 14
staff, I also had an assistant director as well.
I found it to be effective, though it's often
person specific. It's got to be somebody I can
sync with very well.
>> TIM FUCHS: Mm-hmm. Good.
Good.
Patt is wondering about funding as well. I know
your funding sources are sure to be varied. In
the interest of time, I know you are all federally
funded. Any other major sources of funding that
any of you would like to highlight? Or sources of
funding that you have been able to determine to
pay for those assistant director roles?
>> CHRISTY DUNAWAY: This is Christy. Well, yeah,
besides our independent living grant from RSA, the
assistant director is considered to be the program
officer over two of my other projects and so part
of her salary comes from those two. One is from
the Department of Health, and it's to serve our
youth with disabilities under 21, and that's
Title V money, and the other is the Americorps
program, and that's funded from different sources
but in part from our partners that we have on that
program.
>> TIM FUCHS: Very good. All right. Thanks.
Well, we are going to have a number of Q&A breaks
later in the program. So we're going to get back
to the presentation now, but if you have a
question, you can continue to type them in the
chat and we'll put them in the queue for the next
Q&A break and the same with the telephones as
well.
So I'm going to turn it over to Lee to introduce
the next discussion question. I will click to
slide 15. Lee?
>> LEE SCHULZ: Thank you. Bob Hand and I will
then cover the next section and this is to
describe the critical success factors for
effective CIL leadership. And we will start with
Bob taking over.
>> BOB HAND: Okay. Great. Thanks, Lee. You
know, as Christy mentioned earlier, I think
there's so many things that all of us know. It's
hard to pick out very particular things and I have
worked helping out a number of different
Independent Living Centers and so many of us are
radically different in the way that we operate,
but I did just pick out a few ideas that I think
might kind of go across the board. And one of
them is what, in a way, Bill was talking about
earlier, I think of knowing the system. And here,
more than the advocacy part, I'm talking about
knowing how your center operates and it just
sounds so basic, but I have seen a number of times
where executive directors were so concentrated on
things like advocacy, that they didn't know the
regulations that they had to follow. You know,
they didn't know the funding. I have worked in a
number of areas and I have to say, I have never
seen anything as complicated as the independent
living regulations and the way we have to follow
them.
And, of course, California, we always like to add
our own regulations on top of all of the others.
So maybe ours are worse. But in all of those
cases, I think it's just critical that you keep up
with what's happening in the field. And, I mean,
keep up with it. Sometimes we learn it, and we
learn what's going on right then, at that point in
time, but things change, and sometimes they change
very rapidly. Sometimes new regulations are put
in, and we kind of set them aside and say I'm too
busy right now, but these are the things that
could make the difference between whether we stay
in business or not or whether we are effective or
not.
So to me, that's one of the real critical areas.
And then going to the next slide, this is
something that I have always found really
important. Some Independent Living Centers I have
seen have kind of seen themselves as it's us
against the world. And that's great if you can
win that way, I guess. But I have always found
that a hard fight and would much rather be making
friends among the communication. So it's
something that we're -- in our area, we are known
as the group that pulls in everybody else, would
contacts everybody else, who cord fates all issues
that deal with disabilities.
There was a question about having staff on other
meetings and I can only do so much and be on so
many groups. So we have a lot of different staff
who are on committees throughout the area. And I
try to keep in contact with as many of my
community contacts as I can. Sometimes I will
look and say, well, you know, here's an executive
director of UCPs that I haven't talked with in a
long time and I will just invite him out for
coffee and meet. And go, hey, you know, just
catch up. Find out what's going on, because I
know somewhere down the road, I may well need him
for something. And if I have left those
connections slip away, then when I do need it,
it's not going to be there. That's, of course,
particularly important with elected officials,
and, again, we spend a lot of time -- and it's not
just me. It's various staff keeping in contact
with all of the elected officials and all of their
staff to know what's going on. So I think not
looking at ourselves as a center that we're right
here, we're right in this spot, but rather almost
as a system within the community, and so we do
every bit as much out in the community as we do
here on site. I think in our business, that's
really critical.
The next slide then is developing a sustainability
plan. And I think we're talking about this later
in regard to the executive director, and I think
that's important, but for me, it's about all of
the positions.
One of the things that we found here is we have a
lot of different, very specific programs. We have
the general independent living, but through
various funding sources, we have a lot of
specialized programs, and only certain staff know
that and know how to do it. And so we found times
for whatever reason, some critical staff person
leaves and then we're scrambling trying to figure
out how to maintain doing what we do.
So we have developed a plan where every six
months, every staff person has to take a look at
their job description, and sign off that they have
taught at least one other staff person all of
those responsibilities. And I know that that's
tough. In some cases, you have several staff, and
it's not a real issue. But we have some that are
very, very specific and so we always identify
someone. And if they don't know someone right
off -- typically, it's somebody else who is
working right with them, but if they don't have
that, then I will help them identify somebody and
say, make sure they know this information.
And, of course, they are not going to know all the
details, but they need to know where the
information is, where to go look for more, who to
contact if you don't know what's going on, because
sustainability is a real key.
And, again, in kind of helping out some other
Independent Living Centers, one of the things I
see is a critical staff person leaves and that
center is just lost for months and months, trying
to figure out what is going on. So this is a plan
that our board first approved the policy for and
then we have spent a lot of time putting together
a full written plan on how to do this, along with
the forms for people to sign off and say, yes, I
have ensured that somebody else knows this.
So hopefully, at whatever point any person leaves,
whether it's me or someone else, everything that
we are doing should be able to be carried on on an
ongoing basis.
And then the next one is tracking finances.
Again, so basic, in a way, I look at it and I say,
why would you even say that? But I have worked
with a number of individual executive directors,
particularly, but sometimes program managers, who
really don't understand their finances. And they
are out there doing things and they have a good
intent, but they don't realize, well, you can't
spend money that way. It's not allowed. It's not
in your budget. It hasn't been approved. What's
going on?
And just knowing that has to guide what you do.
We can have the greatest ideas in the world, but
if we mess up our funding, we are not going to be
there to carry them out. It's just the reality of
our situations.
And with, that I put on there diversify funding.
And to me, this is the most serious crisis that
occurs in the financial issues. Again, in working
with some other centers, the ones who have the
most severe problems that I have seen are
typically the ones that rely solely on government
grants. And anything happens to disrupt that,
whether it's the government is shutting down --
and in California we do that on a regular basis,
by the way. So whether it's government shutting
down or a problem with billing that occurs or
whatever, once that problem occurs, there's no way
to deal with it because you can't, in most cases,
pay for anything that's already happened in the
past. You know, you have to use grant money for
what you are doing right now.
The only way to deal with that, and the only way,
you know, any good business looks at it, is to
diversify your funding and that can be
fund-raisers. It can be grant writing. It can be
fee for service, and we do a wide range of other
things, trying to ensure that if one area has a
problem, there's another area that at least can
carry things for a while. But it also allows us
to do a much broader area of things.
The IL funding we all receive is very, very
restrictive. And I have, again, worked with some
others where some options came up of something
good they could do, maybe it could even bring them
in money down the road, but they had to have some
up front money that was not restricted in order to
get into it. And so by diversifying funding,
particularly, with unrestricted funds, you put
yourself in a whole different position. You now
have opportunities, not only for what this new
diversified funding is paying for, but you have
opportunities if they come up for other options,
you have money that can be used for that, which is
critical.
And then the last one, the last slide I have, is
this be innovative and fearless in developing
better ways to provide advocacy service, and
funding and I have a little quote there. Running
a business is like riding a bicycle. You either
move forward or you fall down.
So many times, I think particularly in difficult
financial times, what we do is say, well, I have
just got to hold on. Things are tight. And so
what I have to do is kind of pull in and just hold
on to what I'm doing. Rarely does that ever work.
If you are not moving forward, if you are not
coming up with ideas -- and you need to research
them, but when you have made the decision, you've
got to move forward.
We do a number of different, I think, fairly
creative things and we have had other Independent
Living Centers at times say, wow, that's great.
We would like to do it. We will do it. But then
they just never make that jump and move forward.
So if you are going to be innovative in your
ideas, and your thinking, at some point, you've
got to put it together and start moving on it, and
full speed ahead kind of thing, and make sure that
it's actually doing what that idea was, and being
of course, evaluating it on an ongoing basis.
But just continuing to do only what you have
always done in the long term, you are not going to
make it because the world changes around us, and
we have to be able to change too.
Okay. I think that was my input and it goes back
to you, Lee.
>> LEE SCHULZ: Yep. Bob, I would like you to let
us know where your center is and how big it is.
>> BOB HAND: Okay. Our base is in Fresno,
California. We serve five counties in the middle
of California. I have about 35 staff and then a
number of volunteers and things.
>> LEE SCHULZ: Great. Thank you.
And I'm Lee Schulz, and our center is in
Milwaukee, Wisconsin. We serve a four county
area. I'm going to this slide on values base and
this morning on the way to work, I was listening
to the radio and they were talking about the most
recognizable product in the world, and for years
it had been Coke and Coke has dropped to number
three, and Apple and Google have moved into first
and second.
And I think besides, you know, a product we use,
the people who work there have a mentality that
they are good companies. So one of the things I
want to talk about is I think the -- as an
Independent Living Center, we need to establish a
really strong belief with the entire organization,
our staff and our board and the whole belief of
consumer control and direction.
That's how we differ from all the other
disability-related groups. You know, besides
working with folks, zero to death, consumer
control and direction is what makes us different.
And when we are looking to hire staff, we really
like to -- we call it fire in the belly, trying to
find somebody that really believes in advocacy,
and the right of people to live in the community.
So we can go to the next slide and talk about --
besides staff, we've got to talk about the board.
To run an efficient center, you have to have a
board that supports you and helps build the
organization because as you know, the staff will
change over time, and the board may change over
time too, but they are the ones who control the
mission and division for the agency.
I believe you need to seek board members out who
have skills that you may not have, as a director
or a manager. So find people who can compliment
your weaker skills.
For example, if you have limited accounting skills
you look for well-versed board members on your
finance committee. And that's the case for me. I
don't have an accounting background. I think some
of the other directors across the country surely
do. I don't have that. So I have really tried to
build a strong finance committee, and looking
for -- whether it's a rural community or an urban
community, I think you can look at banks. You can
look at investment officers, trust officers and
you will have them in all communities and try and
get them interested in your mission.
And I will also say that in all the communities I
have lived in, when I started looking at those
individuals, I general found somebody who either
has a disability or a disability is very prominent
in their family. Larger banks, I'm sure if you
search out, you will find somebody who is in
manage. If not top or middle management that has
a disability and they are good people to bring on
your board.
If you are new to the area, I think it's important
you get board members who have a good base in the
community, because they can bridge that gap for
you. And they can especially bridge some of the
political connections you might need.
As an aside, and not everybody is going to agree
with me, I have kind of made a rule that I won't
have two lawyers on my board. When I have, it
seems like they have never really done anything.
So that's just a personal bias, I guess.
We can go to the next slide, talk about critical
factors. I think to develop a center, you really
need to develop a reserve or an income stream,
that's not controlled by contracts. This allows
us to fill contract holes and it takes -- and you
can take risks in developing new services or
contracts. Years ago, we did a bingo fund-raiser,
and over time, we were making about $25,000 a year
and that became our resource to take risks as far
as new contracts. And we didn't have to worry
about going over a little bit, because we had some
reserves.
I think it's important to network with other
nonprofits in your community, especially those
that are disability-related, as it allows to you
collaborate and increase your visibility and I
think creates some worth for your agency in the
community.
I can't emphasize it enough. You need to do what
you do well, and try and stay away from the things
you don't. I think it's real easy to over extend
an organization and then provide crummy support or
services and that gets out in the community. So I
think it's really important to concentrate on what
you do well, and then market that.
And by doing so, I think it creates a real
positive reputation in the community and that
oftentimes leads to additional opportunities.
And with that, I think it goes back to Tim for
questions.
>> TIM FUCHS: That's right. Thanks, Lee. So we
are on slide 24 here. And I'm going to open it up
for questions. If you have questions on the
telephone, press star pound. And if you are on
the webinar, you can enter your question on the
chat screen and the same for the captioning
screen.
Okay, I will start with our first question from
Matt Peterson of Maine, while I wait for others.
Matt asks if you have other revenue streams coming
into your centers that are less traditional
functions of CILs that you care to talk about. I
will let you volunteer if you have one that you
want to speak about.
>> CHRISTY DUNAWAY: This is Christy. I'm not
exactly sure what he's referring to about less
traditional functions. Probably the most unique
funding that we receive is for our Americorps
program. It's a great way to give people with
disabilities job training for starters, if you
actively recruit and retain people with
disabilities to serve as Americorps. It gives
them on-the-job training skills and that funding
comes from the national corporation for community
service.
So that's not your typical Center for Independent
Living funding source.
>> BILL HENNING: This is Bill. We are linking up
with some health plans as managed care for people
on -- people with disables on Medicare and
Medicaid, is implemented in Massachusetts starting
tomorrow and we're looking into this whole health
reform arena to see if there are further
opportunities. You know, it's something that
really affects the population of people with
disabilities and trying to get in on the ground
floor, not just as a business venture, actually,
that's secondary, but to also be in the design of
programs is really important, and I think they go
hand in hand. I think Bob kind of touched on, it
take risks. Part of that too is just trying to
get out there and create new initiatives and
insert yourself in areas that are important to the
community and that in itself is a development
function ultimately too, I believe.
>> LEE SCHULZ: This is Lee. Our center provides
all four parts of AT Act and probably the most
unique for our center is doing an alternative
financing program.
>> TIM FUCHS: Okay. Good. Thank you. Greg
Kramer is wondering if you employ grant writers on
staff.
>> LEE SCHULZ: This is Lee. I do.
>> TIM FUCHS: Anyone else besides Lee?
>> BOB HAND: This is Bob. I don't have just a
grant writer. I have one person who is halftime
community development, and does grant writing, but
the other thing I do is really encourage a number
of the staff to work on it with me. So we have
several different people looking and applying at
different times.
>> TIM FUCHS: Good.
>> LEE SCHULZ: And I would like to add to that.
Even though we have a grant writer, we do a lot of
what Bob does. The staff who are doing the
program, run across options. We have a youth
program and because of her reputation, somebody at
the foundation actually approached us to write a
grant and so she'll do the primary part of it, but
the grant writer cleans it up and adds all the
basic stuff.
>> BOB HAND: I think that's a scenario we have
used in the past here as well, you know, getting
back to something I was saying earlier on
leadership, and this is Bill. Would knows the
programs better than the line staff working with
folks every single day? And they kind of can
write things with a passion that comes out and I
don't think you want to lose connection to that
when you are putting documents out. So sometimes
I think there's a myth about a grant writer who is
going to bring this and that, and perhaps if it's
at a hospital paying $300,000 a year to a
development specialist, yes, but I'm not sure
we're there yet. I'm pretty sure we are not there
yet.
>> TIM FUCHS: Good advice, thanks.
>> BILL HENNING: I'm so sure we are no there.
>> TIM FUCHS: Okay. We definitely have some
interest on fund-raising. Sonjia is wondering,
have you made use of fee for service opportunities
to diversify your revenue streams?
>> LEE SCHULZ: My budget is about $43 million and
92% of that is Medicaid money, but it's from eight
different contracts. So I feel like I have some
diversity there.
If you throw in other fee for service, we do for
benefits counseling and things like, that close to
96, 97% of my budget is fee for service.
>> BOB HAND: Well, this is Bob and since Lee has
all of that money, I might contract with him for
some money. But we get fee for service out of job
placement. We do sign language interpreting, the
Medicare program moving people out of nursing homes is fee for service and then some other
smaller types of things.
>> BILL HENNING: Yes, this is Bill. Go ahead,
Christy.
>> CHRISTY DUNAWAY: Oh, I'm sorry, Bill. We have
recently become a Medicaid provider within the
past year and for transitioning people out of
institutions and back into the community, so
that's a fee for service and we do charge for some
of our ADA-related things that we do, some of the training. We have a contract with the city to do
training with city employees and we charge to go
out and do site surveys and provide reports.
>> BILL HENNING: Yep and we run an intendant
program, and that's fee for service. I don't
usually think of it that way, because we have such
a stable consumer base and it's a very predictable
revenue source, the numbers are, but, in fact, it
is fee for service.
>> LEE SCHULZ: And this is Lee. I will go back to
an earlier question about unique funding because
of our size of my accounting department and the HR
staff and actually IT, we actually provide those services to other nonprofits and we will charge
for that.
>> BOB HAND: And to me, that's a very good point.
This is Bob. And I have even encouraged other
Independent Living Centers to do it. And some of
us do some very specific things well. And instead
of always going out and paying someone else, we
can pay another Independent Living Center. We started a community leadership academy and we have
three different grants to help fund that, besides
other income on, it but it was originally just
something we did for our own people here.
>> TIM FUCHS: That's great. Really good variety
of ideas.
Okay. I don't see any questions on the phone.
Let me remind everybody quickly to ask a question
on the phone, you can press star pound to get into
the question queue. I will give just a moment to
see if anybody pops in.
Okay well, as I mentioned -- oh, excuse me, we
have one question that just showed up.
All right, go ahead, caller.
>> PARTICIPANT: Can you hear me?
>> TIM FUCHS: Sure can.
>> PARTICIPANT: Okay, our question was: Did Lee
Schulz say his budget was $34 million or 3 to
$4 million?
>> LEE SCHULZ: 34.
>> PARTICIPANT: 34?
>> LEE SCHULZ: Yeah.
>> PARTICIPANT: That's amazing! Good job!
>> LEE SCHULZ: It's kind of scary, actually.
>> PARTICIPANT: I would be -- yeah, very scared.
Thank you. I just -- we were both sitting here
going, no, no, he went 3 to 4. Okay. Thank you.
That was it.
>> TIM FUCHS: Okay. Thanks. We have another
question in the queue. Go ahead, caller. Oh, it
looks like they came out of the queue. All right.
As I mentioned a few times. We have two more Q&A
breaks coming up after this one. Just save it and
we will get it in the next Q&A break. For now, I
will go lead to next slide, and Lee will present
the next question.
>> LEE SCHULZ: Yeah, I will ask Bill Henning to
identify strategies to elevate your current
leadership abilities, including ways to improve
listening skills when dealing with consumers,
staff and the community. Go ahead, Bill.
>> BILL HENNING: Sure. You know, I think it's not
rocket science. Listening, some people will say
it's an art. I think it's more a reminder to just
do that task, to go out and, you know apportion
the time in your schedule to listen to staff, to
give a forum for it, to listen to managers, to sit
back, listen to consumers, listen to board
members. You really have to do it. And I think
that's true at all managerial levels. You know,
if you are running a center or you are in a
management position or you are really working
hard, you know, you might put in 50 hours a week
on average, maybe more. You are working 48, 50
weeks a year, you know this stuff. You know it
better than a lot of people. You know it better
than most people. But that doesn't mean you can't
get better. That doesn't mean you can't listen
and you really have to give time. And that makes
you a better person in the work you do, but it
allows for growth, new ideas to infiltrate into
the organization.
You know, when -- talking about staff, I think you
can utilize trainings. I know myself, I forgotten
that in the past and I have been appropriately
scolded by staff. We haven't had any training.
So we will dig down, put them out there annulet, I
will -- I will offer it to people, and I always
encourage that. It's a way to get out and learn
something new, but it's also a way to get
perspective to step out of the office. You know,
on the slide it says "allow people to fill
different roles and responsibilities in their
job," you know, Bob was talking about staff
learning other people's jobs. I also like to mix
and match in certain ways. We will have a case
conference for direct service staff, but I
periodically will invite the systemic advocacy
folks in to learn what the other folks are doing.
And many of the direct service folks will go on
events, rallies. I don't see anyone's job
narrowly defined. Maybe the person doing clerical
work, you would think so but I try to get
everybody involved in all of what we do. And
that's a way to create growth and I think Lee
touched upon it in what he was saying. It creates
your value system. We are all in this in a
unified effort to promote independent living.
And take risks helping people to emerge. You
know, some people may want to emerge and you
aren't sure if they have the skills but it's okay
to take risks. Let them run a meeting. Let them
lead an advocacy day at the state house. You may
have to have a Plan B. If they speak and they
don't say the right things, someone may have to
intercede. What is the right thing?
I'm talking about a big mistake. Sometimes the
medium is more important than the message. We are
there. We are saying we want our rights. We want
independent living. That's about 80% of the
message. A lot of the fine details may get worked
out in other settings, but that's really important
to let people fill different roles as doable, you
know, we have a lot of requirements. There's a
lot of things that have to be done, reports and
whatnot, but you have to let people move of it and
grow, see different perspectives. It just makes
everybody, I think, a better employee an it builds
your team.
And sharing leadership is just so important. You
know, it's easy to always take the lead role for a
couple of people. They may be more articulate.
They may know the issues best. They may be well
known but it becomes a person centric
organization, one or two people, if that's what
happens. And I have known those organizations.
They get defined by Joe's organization or, you
know, Jane's or something like that. And I could
mention real names, and those are weaker
organizations, because if something happens to
that one person, there's a problem. If
something -- if that person isn't right on or
making a mistake, then there's a whole lot of
trouble. Sharing leadership is practical, but it
also grows your leadership internally. You know,
giving power to others builds organizational
strength.
I was trained years ago as a community organizer
and one of the creedos in community organizing is
that the more power you give away, the more power
you get. And you are not doing that just to
increase your own power or authority. It's to
build an organization, to build a movement, you
know, the independent living movement, to give
strength to the organization. And the more than
you can put people in different roles, the more, I
think, they will flourish. And then acknowledge
when they are successful. That's always a
challenge. I get lots of feedback on that,
internally. You know, you don't -- you know, and
you weigh it. You weigh it on a scale. You know,
you want to acknowledge success, but you don't
want to be in a position where you have to give
four gold stars on the forehead every time
somebody shows up and just does what they are
supposed to do. But you have to give really
meaningful acknowledgment and there are many ways
to do that, whether it's giving somebody an award,
mentioning it in a staff meeting, telling their
supervisor how good they are doing. Sometimes
second -- letting somebody hear secondhand how
important they are is a real good tactic because
people like to be appreciated, and people like it
when other people know that they are appreciated
and that their work is being acknowledged.
I think it's real important. Striking the balance
is a key, but err on the side of giving positive
feedback. Your staff, your board, your consumers,
they are the soul of the organization. So treat
everybody well, and bring them in on this work.
Lee?
>> LEE SCHULZ: Thank you, Bill. And I'm going to
go to slide 28.
And I can honestly day, of all the different kinds
of workshops and trainings that I have gone to, I
have never gone to a leadership workshop of any
sort. So I'm not sure -- I think my comments are
really kind of my comments. And I think I'm lucky
that I have been doing this job for about 27
years. We started very small, and over time we
have gotten bigger. And one of the things I guess
I have learned is that you need to get done what
needs to be done. And when you can't do, it you
really need to admit that whatever goal you were
shooting for, you can't do it. And what were the
obstacles to that?
Because if you don't do that, you really condition
learn from that experience. And sometimes by
identifying the obstacles in the future, you can
do a whole new program that will be successful.
So I think it's kind of a stick-to-it-ness and if
something can't be accomplished, identify why it
can't be.
I consider myself a reader. From day one here, I
have always gotten subscriptions to almost every
disability magazine. If I ever have time, I try
to read the "Wall Street Journal." I think it's
real important for us today to be reading about
the Affordable Care Act, what's going on on a
national level. You need to be reading about
what's going on in your local community. I mean,
what businesses are successful, which ones reason
and maybe why they aren't, because they may be a
resource for either a board member or a grant of
some sort. You need to keep in touch with what's
happening in your state. And I think you really
need to read not just about disability, but about
business and politics because it will affect you
down the road sometime.
You need to create a culture that allows for
people to make mistakes. So they can take
calculated risks. I mean, I have had people tell
me that I'm a risk taker and I don't think so.
Every time we have tried something that they think
is risky, I have calculated that it's not. But
that's something that people learn by trial and
error. So you need to let them do that and as
Bill was saying, either compliment them directly
or you hear compliments from the community or your
board, you make sure that goes right back to the
staff.
I think it's real important -- we'll go to slide
29. We'll talk about listening. We have regular
listening sessions with our consumers in
community. I think that's really important when
you are doing strategic planning and I would
recommend you do routine strategic planning. You
need to listen to your line staff about what's
going on. Both what they are directly hearing
from their customers, what they think of your
service, what they think the community needs for
service, but you also need to hear from them how
they are experiencing their job, because if they
get frustrated, you are not going to have a good
reputation in the community. So you want to get feedback, directly what's needed in the community
and feedback from your staff about how things are
going.
I think it's important for all centers to have
consumers really involved in the advocacy
committees. That's probably a given, but I
thought I would mention it. We don't always think
of this, but I think we need to listen to our
vendors. So you know, you are working with other
people in the community. It might be your county
welfare department because you have a contract
with them or it might be the paratransit service
in your community or the regular transportation,
but you do have vendors out there that you and
your consumers interact with and I think it's
really important to listen to them and see what
they think is needed. And see if you can help
with that.
The center should be very knowledgeable about the
American disabilities act, there are a whole lot
of community organizations that could benefit from
those kinds of services.
With that, I will turn it back to Tim.
>> TIM FUCHS: Great. Thanks, Lee. I'm going to
go ahead to slide 30. And, again, you can press
star pound to ask a question on the phone. Or you
can type your question in the chat in the bottom
right-hand side of the webinar platform.
One more time, if you have a question, for Bill or
Lee about the last section, you can press star
pound or type your question in the chat.
Okay. Well, good, we will have another Q&A break
at the end. So for now, I will go to slide 31.
and have Lee introduce our final discussion topic
for today.
>> LEE SCHULZ: Yeah, we will go back to Bob and
Christy, and Bob, I believe, is first. He's going
to describe the best practices for preparing staff
members for increasingly higher levels of
responsibility. Go ahead, Bob.
>> BOB HAND: Okay, we are here on slide 32 for
this, and, you know, this follows a lot what Bill
and Lee were talking about earlier, because they
were talking about including staff in a lot of
different areas and this is just a little bit of
maybe more detail on it. Just some ideas about
how to go about it. But one of the things is you
can set up a particular time to schedule it in.
It could be part of a manager's meeting or
separate one to review management issues with that
midmanagement staff and you can even pick others.
I mean, we know as we talked about here leadership
and management, and often it's talked about as a
point of leadership or natural leadership. But
you are going to have staff who are natural
leaders within your component or within your
organization or within the community. And those
are people you may want to be preparing for some
management role.
So you can do this just as talking about the
issues that are being dealt with. Ones that maybe
you are just dealing with at that time, but you
want to make sure the others hear about it, and
hear about what is happening with it. Or you can
set up very specific training. Here's personnel
laws and what you should know about them. Here's
finances and how you read our financial
statements.
Even if it's no the something that they have to do
right at that time, it may be something that they
are going to move into and one of the things we
know is none of us are going to be around here
forever doing what we are doing and I think Bill
made a very good point earlier about seeing
organizations that are basically just one person
operations, that one person knows everything and makes every decision. So if you are not preparing
others to step up, no matter how well you are
doing, later on, there's going to be problems.
And another way I found that's good to do that, is
to review actual issues that you addressed in the
past, and as -- I can't remember who it was saying
earlier about making mistakes. I too pretty much
have a list of every single mistake that could be
made and I have probably made it.
But by giving those situations to the management
staff you are teaching, you say, here is a
situation. How would you have handled this?
Whether you yourself handled it well or poorly at
the time, you at least know the results of that.
And I think that helps them step through actual
situations that they are very likely to run into
something similar to down the road.
And then for the next slide, when staff approach
you, and, again, I'm talking primarily about some
sort of either program director, coordinator, or
whatever, with questions -- and we have all heard
this before in different ways, but it's certainly
best if you can ask them to give solutions,
because if what happens is everybody is executive
directors always coming to you for answers, then
they will never develop the answers themselves.
So I try to use the approach -- don't probably do
it all the time -- but try where I say if you are
coming to me with a problem, what's the solution
to it?
And many, many, many times I found that people
already know the solution. They are just not sure
about it and it helps reinforce for them that they
can deal with all of these issues.
And then, you know, the more common things,
provide staff with the materials and, of course,
now so many of that is online, but I certainly, if
I get notices, sometimes people will send me
management articles and I try to send that on to
other management staff or other staff would have
that potential to take a look at it.
And then meetings and this was brought up earlier
about including them in any number of meetings,
and one of the things that's happened here, we did
some training, and it's part of that, we brought
in other executive directors of centers here, and
I always made a time to just have my -- some of my
management staff just meet with them. Just talk
to them about their experiences as executive
director, because you are hearing from me, but
they are going to have things -- ideas and
experiences and things that I didn't have. So we
just set aside time for that, totally different
from whatever our training was, to give them an
opportunity to learn from other people who have,
obviously very good ideas about it.
Okay. I think that ends mine.
>> CHRISTY DUNAWAY: Okay. This is Christy. Can
y'all hear me?
>> TIM FUCHS: Yep. Go ahead.
>> CHRISTY DUNAWAY: Okay. Great.
Well, just to follow along with, that you know, in
independent living, Centers for Independent
Living, if you are following federal law, you are
supposed to be consumer directed and consumer
controlled. Meaning, of course, that most -- 51%
or more of your staff and your board members
should be individuals with disabilities. So we're
focusing on the individuals' personal experience.
I know here in Mississippi when we are hiring
people, we are more concerned about their personal
experience with a disability, how they have
handled it, will they be able to provide peer
support skills training information, and referral
and advocacy. Those are, of course, the four core
services and that's what we are here to do.
So we are concentrating more on a personal
experience than we are with hiring people who have
a higher level of education.
So sometimes it means that you are working with individuals whose educational level may be high
school. It may be undergraduate degree, but not
often a graduate degree. So that's great. It's
good for the consumers. That's what you want, but
when it comes time to develop a grant or write a
grant, write a speech, write an article, whatever,
sometimes that works against you, to some degree.
So, you know, appropriate vocabulary is
imperative, but we don't always get that if we
don't have a little bit of a higher education.
So to ensure that somebody is not left with all
the responsibility of writing or representing the
center, then other staff have to be expected to
step up. We can go to the next slide.
So I don't know about most you, but I personally
plan to retire one day and hopefully not too
distant of the future. So the directors, you,
your board, your staff, everybody should be
planning at some point for your ultimate
retirement or your dismissal or your resignation.
We experienced it here in Mississippi, in late
2010/2011, when my husband became very ill and I
simply was on a leave of absence for -- over the
course of a 12-month period, I was on a leave of
absence for about six of those 12 months. It was
unexpected. It just happened. And fortunately,
we had things in place to be somewhat prepared for
it, but not totally.
So it's imperative that you plan by developing
your staff members to serve as leaders. You have
to start planning ahead of time. Because they may
have to step up sooner than you may have
anticipated they would. We mentioned this before,
take your staff members with you, if you are
meeting with programmers for a specific program,
take the program staff with them. Always look to
fill vacant positions from within the organization
whenever possible. And have a strategic plan in
place for the future of the agency and have the
staff provide total input.
And I will be the first one to admit that we did
not have a strategic plan in place for Life of
Mississippi until three or four years ago, but
it's made a huge difference in how we approach
training staff, and ensuring that we've got the
knowledge and the expertise always within the
office to handle, it and we have done all of that,
as a result of the strategic plan, because we have
something to follow.
So expect your staff to perform. It shows that
you are confident in their abilities, however,
keep in mind that they may not always be
comfortable. So you've got a fine line there.
You want them to be confident. You want to expect
them to perform certain tasks. You want to create
an atmosphere where they can shine whenever
possible but they have to be comfortable in
telling you when they can't do it. You don't want
to put somebody in the spotlight, would is not --
who is not totally prepared and is not comfortable
with it. It doesn't help their confidence any and
it certainly doesn't make the center look as good
as it can.
So it's a fine line, but you need to create an
atmosphere where, you know, you actually expect
them to step up, take the responsibility that you
need them to take, but at the same time, you need
to make sure that they are well trained and that
they are comfortable with doing it.
Search for other opportunities, for instance, as I
mentioned earlier, we have an assistant director
with the organization. She does not have a lot of
public speaking experience. I have a program
manager with the same situation. She's good at
what she does. She's good at teaching the health
and wellness program but she doesn't have a whole
lot of public speaking experience.
So what we did was we researched -- there's plenty
of colleges and universities in the state of
Mississippi, and they offer adult education
programs and so we found one locally that is
offering a public speaking class this fall. It's
like one night a week for seven weeks, and it's a
minimal amount of money. It's $600 for two people
to go. Very well worth it. I'm just suggesting
that you search for those adult education
opportunities. Step outside your box a little
bit. Go to your center, your state center fornonprofits. They often have really good training
programs that you can do. Join that state center
for nonprofit if you've got one. Join the chamber
of commerce, if you are not already a part of it.
Your chambers of commerce often offer really good
training programs.
And you can get good training on grant writing
board development, finding funding in tough
economic times, et cetera, et cetera. So think
outside the box a little bit when it comes to
preparing your staff for stepping up.
So that's what I have and so I will turn it back
over to Tim for questions.
>> TIM FUCHS: Great. Thank you, Christy.
>> CHRISTY DUNAWAY: Sure.
>> TIM FUCHS: Okay. So here we are at the final
Q&A session. If you have a question, from any
part of the presentation today, please don't be
shy. I see some rolling in on the web already. I
just want to remind everybody before we take it,
that you can press star pound to ask a question.
I will check in every so often on the phones to
see if anything comes in. For now, let me start
with these web questions.
Okay. Our first question comes from Marybeth
Luby. She asks how have you been able to overcome
the lack of formal education barrier, with
potential funders. Since you mentioned it, I will
turn that question over you to first, Christy.
>> CHRISTY DUNAWAY: Well, I don't know that I
necessarily address it. You know, when I'm
talking to potential funders or if I'm developing
a grant application, I'm always the point of
contact within the grant. Often I don't know yet
what staff member, perhaps, is going to be the
program manager or if I'm going to need to hire
somebody.
So it hasn't -- it's never really been an issue
with us as far as -- in terms of, you know, the
formal education. I will say that as it turns
out, the majority of my program coordinators,
these people who are responsible for a particular
program do at least have a full college education.
It's just worked out that way. It's not something
that we necessarily were looking at doing.
So I don't know, Marybeth, I don't know that I
have actually overcome it as much as I've just not
had to deal with it yet.
>> TIM FUCHS: Okay. Thanks, Christy.
Let's see, Greg Kramer asks if some of you could
share your process or contents for employee
evaluations. So how do you handle employee
evaluations for those people that you all
supervise? Or how do you handle it from a
leadership perspective for employee evaluations
throughout the organization?
>> CHRISTY DUNAWAY: This is Christy, Augusta who
is our assistant director, she does the employee
evaluations and then, of course, brings them to me
for review, and if there's issues or anything that
needs to be discussed, we will call in the other
staff person, but she handles all of that.
And then the board -- I do her's and then the
board does mine.
>> BOB HAND: This is Bob. In our case, each
program director does theirs but, again, I review
them, and then I do them and the board does ours.
Our evaluation forms come primarily right off the
job description. And then, of course, you add
some things like attendance and stuff, but,
mostly, it should be tied, I feel to what the job
description says they are going to do.
>> TIM FUCHS: And do you all include goals for
leadership development among all staff as well?
So do you include things that they would like to
work on or they would like to work towards in
their jobs?
>> LEE SCHULZ: This is Lee. We do ours pretty
much like Bob does and part of things that the
managers do is when they are doing the evaluation
with staff, is they look to the next year as far
as what they would like to learn. We do have
tuition reimbursement. So it can be a formal
education or it can be workshops. Or it might be
cross training with another employee.
>> TIM FUCHS: Great. Thanks.
>> CHRISTY DUNAWAY: This is Christy. We do the
same thing. I mean, if there's a problem, we look
to see what goals they need to reach, and how we
are going to help them reach those goals in the
following year.
>> BILL HENNING: And this is Bill. One thing I
would encourage, just regular discussions, I think
that's been brought up during the afternoon, and I
think that's important. These are issues that
shouldn't -- there may be concerns. There may be
good things happening that should be discussed
more than once every 12 months or wherever you do
the evaluation.
>> TIM FUCHS: Yeah, thanks. Okay.
Next question, I don't know that we are going to
have an answer for, but maybe we could come up
with some creative advice. Gale Dean, have you
been able to overcome staff that can't work full
time because they are worried about giving up
their benefits such as Social Security or
Medicaid?
>> CHRISTY DUNAWAY: This is Christy and honestly,
I can't answer it. I have the exact same problem.
I don't know if every Center for Independent
Living is facing this same situation. It's so
frustrating. The only thing I have been able to
do if I absolutely have got to have somebody full
time for a position and that's just the way it's
advertised, you know? It's one of things I make
clear in an interview with people who come in,
would have disabilities, is that this is a
full-time position. It does have benefits, you
know, with, it but it's full time, and that's what
I have got to. Have there's no room for
negotiation to lowering the salary. I have had
staff in the past who have come to me and said,
you know, just cut my salary. I will keep on
giving you the same amount of time. Well, if you
continue to do that, if something happens to that
person and they have to leave, then how do you go
about hiring somebody for that minimal cost?
So anyway, I say all of that to say, I don't
really have an answer because I have the exact
same problem. Maybe -- maybe Lee or Bill or Bob
have some advice for us.
>> LEE SCHULZ: This is Lee and I would say whoever
made this call, call me sometime not on a national
teleconference.
But some of the things we have done, job sharing
is one. Occasionally we can come up with some
benefits other than salary that are good for the
person.
>> BILL HENNING: This is Bill. I think you --
what I have learned and I said this at some point,
you know, I made a lot of mistakes. I think Bob seconded that when he was speaking, but you've got
to be very clear if you are hiring somebody part
time, that it is a part-time job and that you have
real boundaries around it. That's -- I think you
get in real trouble when they try -- somebody
tries to work more hours and it's all kind of
ad-lib, you know. There's uncertainty around it.
If it's part-time, it has to be Ave defined role,
not more fuss at all -- it has to be a very
defined role, and not amorphous at all.
>> TIM FUCHS: A similar question from Greg Kramer,
who asks about working with staff that are unable
to work all of their hours that can't work their
hours due to medical conditions beyond their sick
leave. Anybody have any advice there?
>> BILL HENNING: I think it's a real --
>> LEE SCHULZ: Go ahead.
>> BILL HENNING: I will just say, these are real
good questions because I think it's something thcomes up in numerous centers and how you tackle it
may be unique to each center but the more you can
define, it the better. I think it gets very
challenging because you are trying to run a
business, but you are also trying to set an
example for your community of providing
accommodations and you are also a human service
provider in some sense. So you try to be empathic
to people. There's lots of challenges. I think
clarity in boundaries is the best way to handle
it.
I haven't always done it, but that's probably of
the best way to go.
>> CHRISTY DUNAWAY: This is Christy. I would just
suggest, Title I of the Americans with
Disabilities Act applies to us as it does to the
rest of the world. So, you know, the bottom line
is and I've had this situation before, and as
frustrating and as sad as it may be, if you need a
job done and that individual due to illness is not
capable of performing the essential functions of
that job, you know, sometimes you just have to --
you are a business. You have a business to
operate. We are different from the vast majority
of businesses out, there but you do have to keep
in mind that you are a business and you are trying
to serve consumers in the community. That's
difficult to do sometimes if an employee has been
very sick.
Now, we do -- we can share our leave time. So if
we have an employee who has used up all of their
sick leave, because of surgery or whatever, and
they have a pretty defined date of when they might
be able to return to work, our staff can share
their sick leave with other staff. So that does
help.
>> LEE SCHULZ: This is Lee. And I would say, we
function very much like Bill and Christy and this
is probably the hardest part of management, is
dealing with that issue.
But the bottom line comes down to, we're here for
the community consumers and we get paid to do
that, and at some point, we have to let people go
because they can no longer handle it.
>> BILL HENNING: And I said be clear and set
boundaries. That said, these things never go
smoothly.
>> CHRISTY DUNAWAY: Right.
>> BILL HENNING: Or seldom do. Let's put it that
way.
>> CHRISTY DUNAWAY: Right.
>> BILL HENNING: Because someone condition predict
their health. Eventually it becomes predictable
and that's when you have to be very firm.
>> TIM FUCHS: Thanks. Tough personnel issues.
Thank you so much. Unfortunately we are here at
4:30. So I will have to close the call. I want
to thank all of you for being on the phone with us
today. I really appreciated your questions and
being with us. Don't forget, whether it's for you
or for a colleague, that the archived version of
this webinar will be available within 48 hours and
that includes the PowerPoint, as you saw, it the
audio, the captioning, everything. If you want to
share this with, say, some of your staff or board
members, please feel free.
And especially, I want to thank all of our
presenters today. In fact, I will click to slide
39 here which includes their contact information
that they have been generous enough to offer,
Christy, Bob, Bill, and Lee. An excellent
presentation. I really appreciate the thought and
leg work that you have put into developing your
answers to these discussion questions and for working with us over the last couple of months.
Really, really great. So thanks so much.
And finally, before we close, I'm going to click
to slide 40, and that's the evaluation I
mentioned. For those of you on the webinar, this
is a live link. You can click on that and it will
take you to the evaluation form. Again, if you
are participating in a group, we would love to
have your individual opinion on this. If you are
listening just on the phone today, you can access
this evaluation link in the confirmation email
that was sent to you. Please fill it out. It's
important to us.
With, that I want to thank everybody: Have a wonderful afternoon. Bye-bye.
(end of session)
Event is not active