



Developmental Disabilities Administration

Self-Directed Services Training Series

Module 6: Hiring and Managing Employees

Updated May 2025



Overview

- This training module will provide you with an overview of hiring and managing employees under the Self-Directed Services model
- This training is a summary with important information on this topic
- More information and requirements are found in the Medicaid waiver program applications, laws, regulations, guidance and policies
- The most updated information regarding Self-Directed Services is published in the Self-Directed Services policy and manual that can be found on the DDA's website at <https://health.maryland.gov/dda/Pages/sdforms.aspx>
- Additional training modules are available that provide additional information on the topics presented in this overview training module

Employer Planning Tools

- Participants who self-direct their services may want to create tools to help them plan for hiring and managing their employees
- Support Brokers can support the participant to create these tools, if requested by the participant
- Employer planning tools are a best practice, but are not required

Self-Directed Services Employer Tools

- Job Positions
- Job Descriptions
- Recruitment Plans
- New Hire Letters
- Employee Handbook
- Evaluations

Job Positions

A job position includes:

- Specific title for the employee
- Total number of hours per week for the job
- Benefits offered (if applicable)
- Starting rate of pay for the year

In certain cases, an employee may hold more than one job position for a participant

Job Descriptions (1 of 2)

- Medicaid waiver service
- Employee schedule
- Summary of the job
- Listed duties/responsibilities
 - Must be within Medicaid waiver service scope

Job Descriptions (2 of 2)

- Required skills and abilities
- Education or Experience requirements
- Training requirements
- Physical Requirements

Recruitment Plans

- Plans used to find employees to fill job positions
- Recruitment plans can include:
 - Employee schedule
 - List of desired supports, skills, personality characteristics, and shared interests
 - Written advertisement for the position
 - List of where the advertisement will be posted
 - List of screening questions
 - List of interview questions



New Hire Letters (1 of 2)

- A letter that is sent to a newly hired employee
- Make sure that the participant is in control of the hiring process
- Clearly begin the relationship between the participant and their new employee



New Hire Letters (2 of 2)

- **New hire letters can include**
 - Job position and description
 - Start date
 - Rate of pay (per hour)
 - Full time or part time status
 - “At will” employment status
 - Required training or certifications
 - Any other employment expectations

Employee Handbook Overview

- Helps the participant consider how to be a good employer
- Provides clarity on employer expectations for employees
- Provides clarity for employee expectations for the employer
- Clarity results in better employee relationships



Employee Handbook Potential Policies (1 of 2)

- Employee benefits, such as:
 - Paid Time Off
 - Health Insurance
 - Mileage Reimbursement
 - Training (Hours and Costs)
 - Holiday Pay

Employee Handbook Potential Policies (2 of 2)

- Employee Evaluations
- Employee Expectations
- Disciplinary Actions
- Inclement Weather

How to Draft an Employee Handbook

- The participant is in charge of their employee policies, including:
 - What they want to offer employees
 - What expectations they have for employees
- Outlines can be drafted during meetings with the participant and their team
- Meet as a team to finalize

Employee Handbooks - Sample Outline

- Introduction / Welcome
- Table of Contents
- Policies
- Employee Acknowledgement

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Performance Evaluations Rubric

- Best practice: regular, planned evaluations
 - After introductory periods (90 days)
 - Every year, or twice a year
- Make sure employees are meeting the requirements of their position
- Clear requirements for these reviews, called a “performance rubric,” support the participant to make sure evaluations are fair across all employees

Positive Performance

- Employees perform better when positive performance is rewarded
 - Raises (within budget and Reasonable and Customary Rates)
 - Increases in benefits
- **Best practice: Tell the employee in writing with a clear effective date**
- **It is important to note that raises cannot be set for dates in the past**

Negative Performance

- Talking about performance can help employees to do a good job
- Expectations are clear
- Negative consequences must be fair and equitable
- Best practice: share negative feedback with employees in writing

Decreasing Employee Rates

- Participants may need to decrease employee pay rates
- The law requires employers to alert employees of wage decreases at least one pay period in advance
- Best practice: Alert the employee in writing

Resignations

- Best practice: Employee shares resignation in writing with participant
- Support Brokers can support participants to make sure resignation paperwork is shared promptly with the participant's Financial Management and Counseling Services provider



Terminations

- Team members can support the participant if it is necessary to terminate an employee
- Support Brokers and other team members cannot terminate an employee for the participant
- Best practice: the participant should alert the employee in-person
- Best practice: the participant should send a termination letter to the employee
- Termination letters help to make sure the employer is in control of the termination process

Resources

- [Self-Directed Services Comprehensive Policy](#)
- [Self-Directed Services Manual](#)

Summary (1 of 2)

- Participants in the Self-Directed Services delivery model may want to create tools to help plan for hiring and managing employees
- Anyone in the team can support the participant to create these planning tools, including the Support Broker

Summary (2 of 2)

- **These tools all help to make sure the participant is directing and managing all of their employees:**
 - Employee Handbook
 - Job Descriptions
 - Job Positions
 - Recruitment Plans
 - New Hire Letters
 - Evaluations