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# Developmental Disabilities Administration
## Self-Directed Services Training Series
## Module 6: Hiring and Managing Employees

*Updated October 2024*

# **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

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# **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

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# Self-Directed Services Employer Tools

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

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# 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

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# **Job Descriptions (1 of 2)**

- Medicaid waiver service

- Employee schedule

- Summary of the job

- Listed duties/responsibilities
  - Must be within Medicaid waiver service scope

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# **Job Descriptions (2 of 2)**

- Required skills and abilities

- Education or Experience requirements

- Training requirements

- Physical Requirements

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# **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



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# **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



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# 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

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# **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

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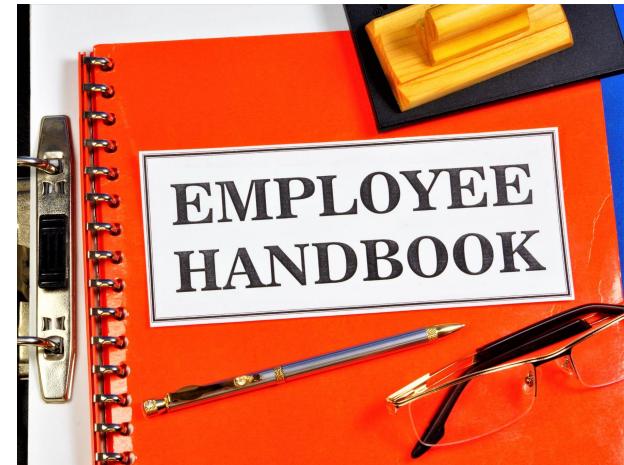
# **Employee Handbook Potential Policies (1 of 2)**

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

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# Employee Handbook Potential Policies (2 of 2)

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

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# **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

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# **Employee Handbooks - Sample Outline**

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

Table of Contents

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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

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# **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**

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# **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

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# **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

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# **Resources**

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

- [Self-Directed Services Manual](#)

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# **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

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# 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

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