

# REDF

An investment that works.

## Program Design Part I



**Monday  
4/18/2022  
10am PST**

**REDF**

# REDF

CONNECT.  
GROW.  
LEAD.

## community

The REDF Community is a national network of more than 160 employment social enterprises (and growing) that offer transitional employment and supportive services to individuals seeking to build better lives and create more economic opportunity for themselves after experiencing barriers to accessing quality jobs related to experiences with homelessness, mental health issues including addiction, incarceration, and refugee status, among others.

### Core Program Focus



Connect



Grow



Lead

### Program Tools



Advising & Coaching



Convening w/Community



Ad Hoc Grantmaking



Ongoing Dialogue

### Meet the Team!

**CHELSEA**  
Outreach



**The  
Treasure  
Hunter**

**CHRISTINA**  
Community & Outreach



**The Ted  
Lasso**

**JALPA**  
Alumni Relations



**The  
Caregiver**

**METTE**  
Community & Outreach



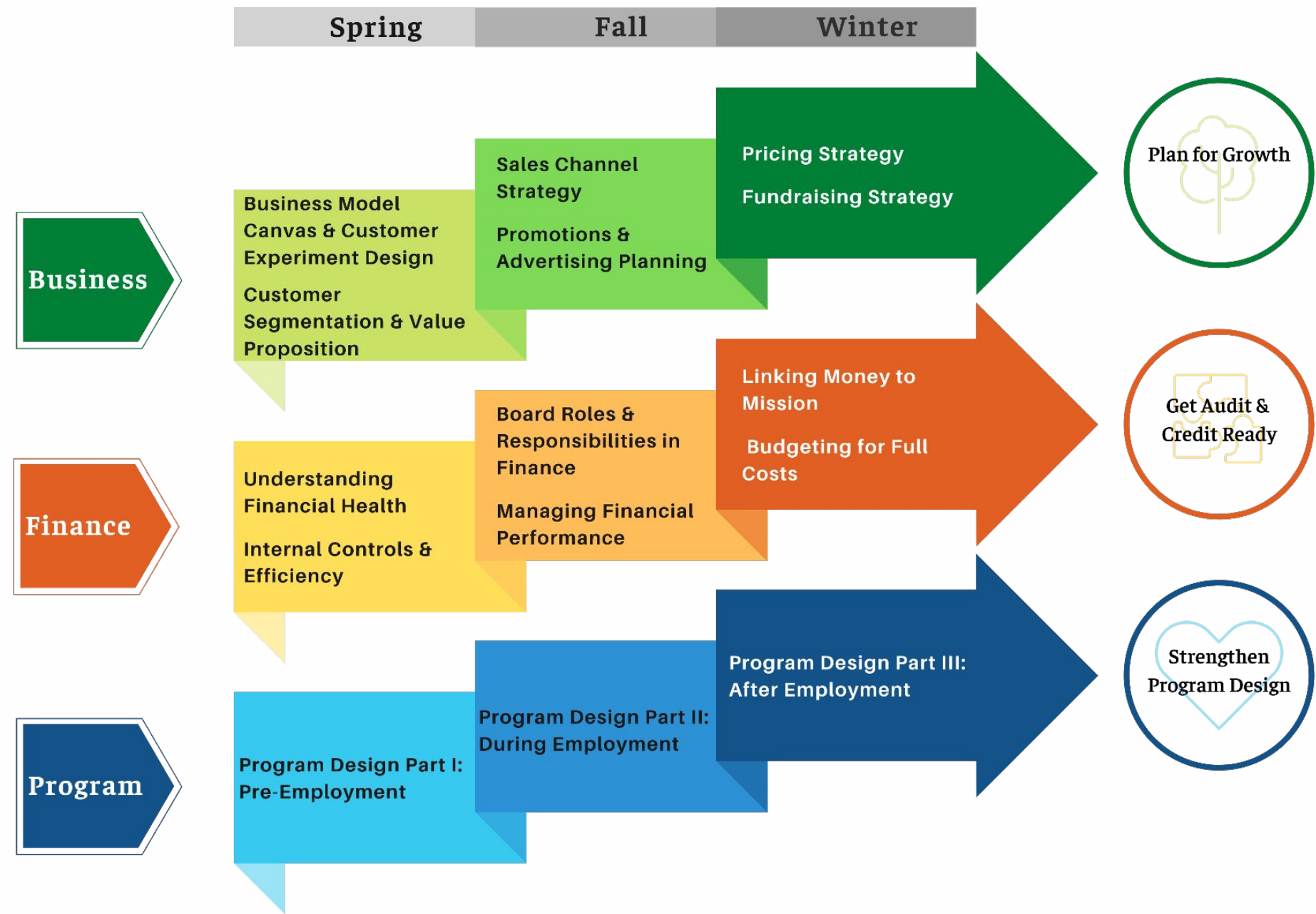
**The Danish  
Army-Knife**

**SEAN**  
Community



**The  
Builder**

REDF





If implementing what you learn today feels overwhelming, our approach to the Office Hours is designed to help you get to small, doable steps for progress over time



# Where we're Going

- Identify core brain and behavioral science principles that ground program design
- Apply knowledge to your own program design planning, decision-making, and documentation



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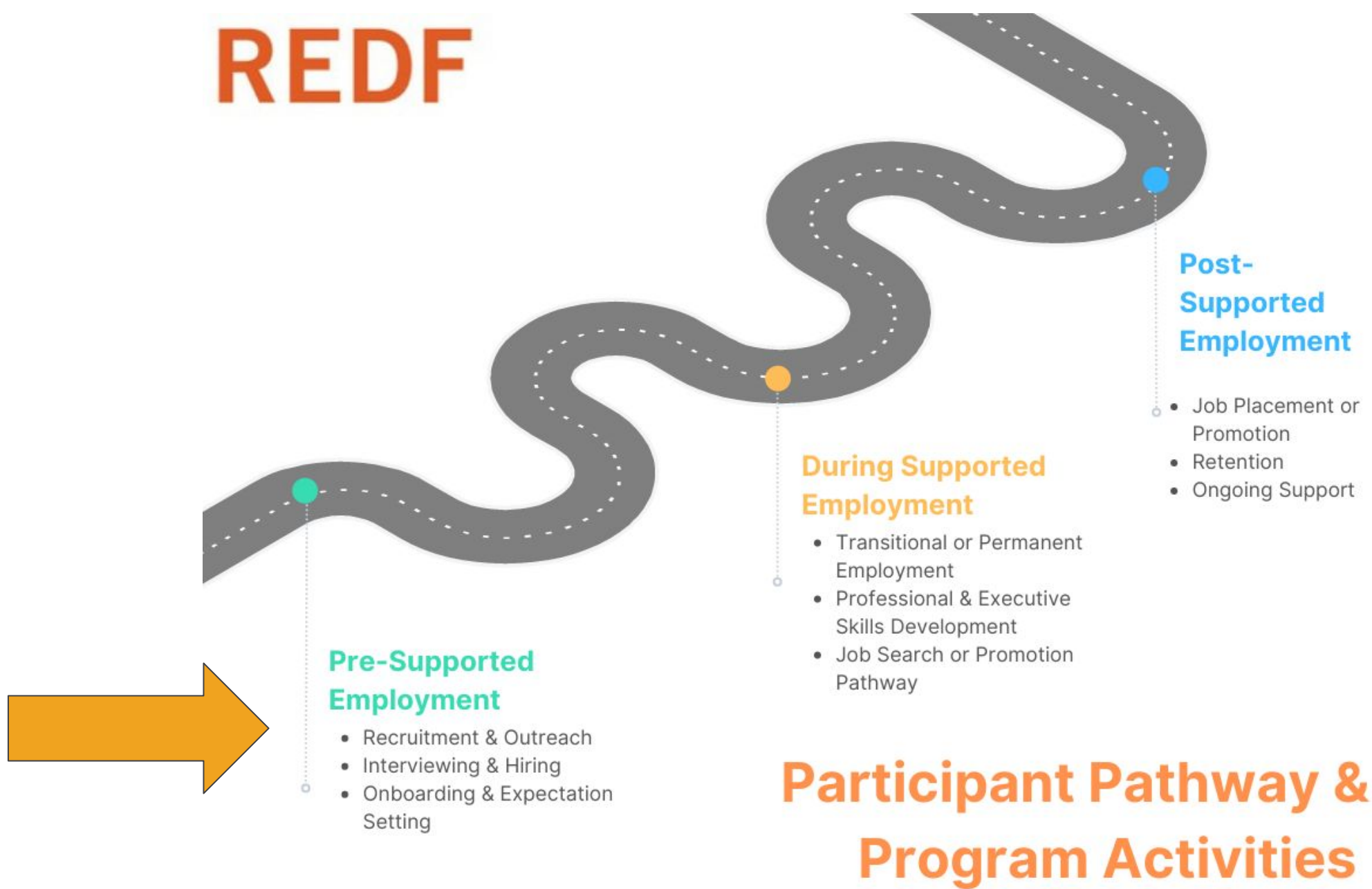
Let's warm up

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**How would you define a program model?**

**Drop your answer in chat, but don't hit enter yet.**

# REDF





# Program Design

1

- Transfers the solutions from your TOC into a process & roadmap

2

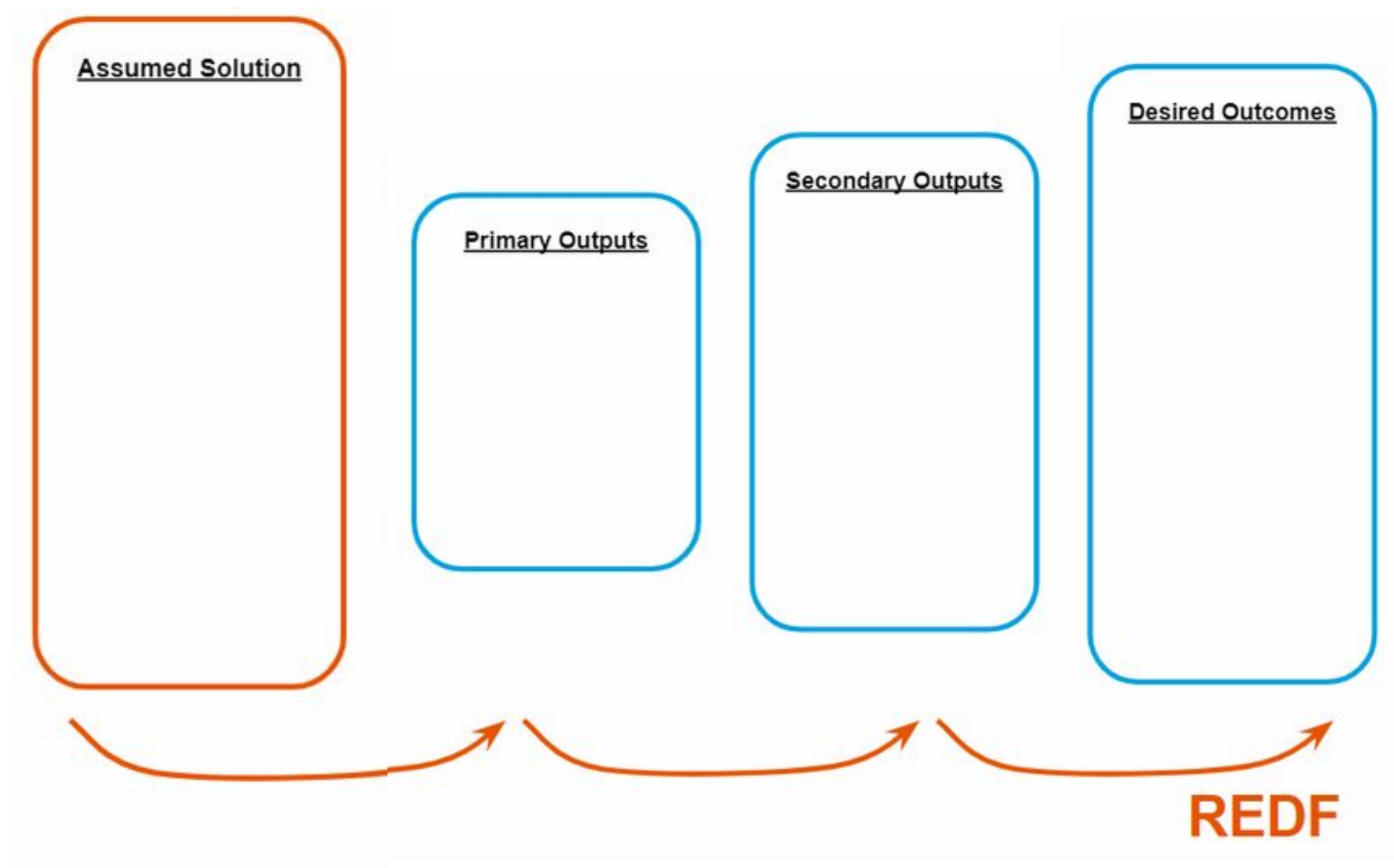
- Identifies resources needed at each step

3

- Illustrates potential speed bumps and opportunities to gain traction

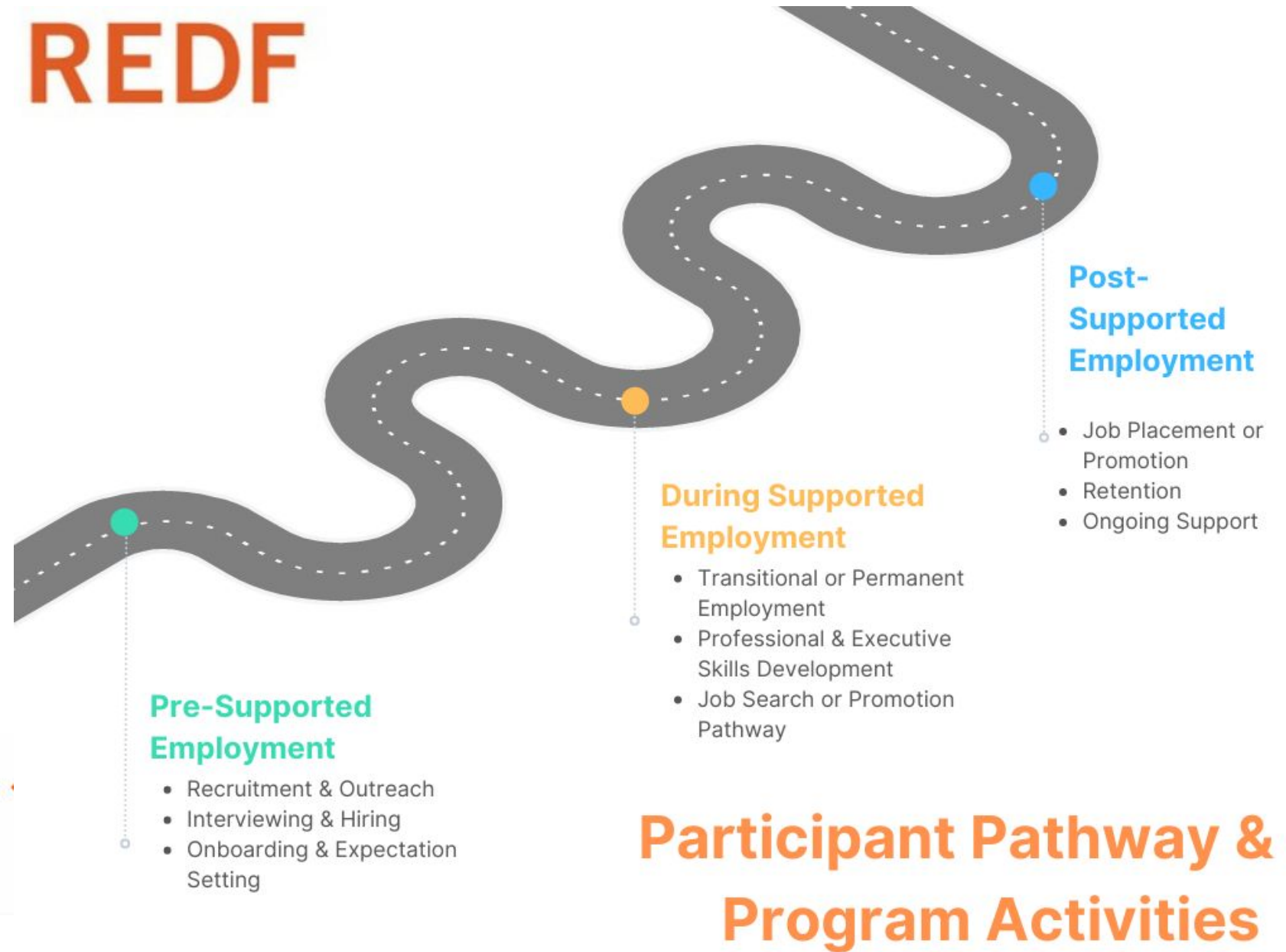
# Design Matters – whether it's a product or a process!





# REDF

Assumed Solution



# Pre-Employment Program Design

1

- Recruitment & Outreach

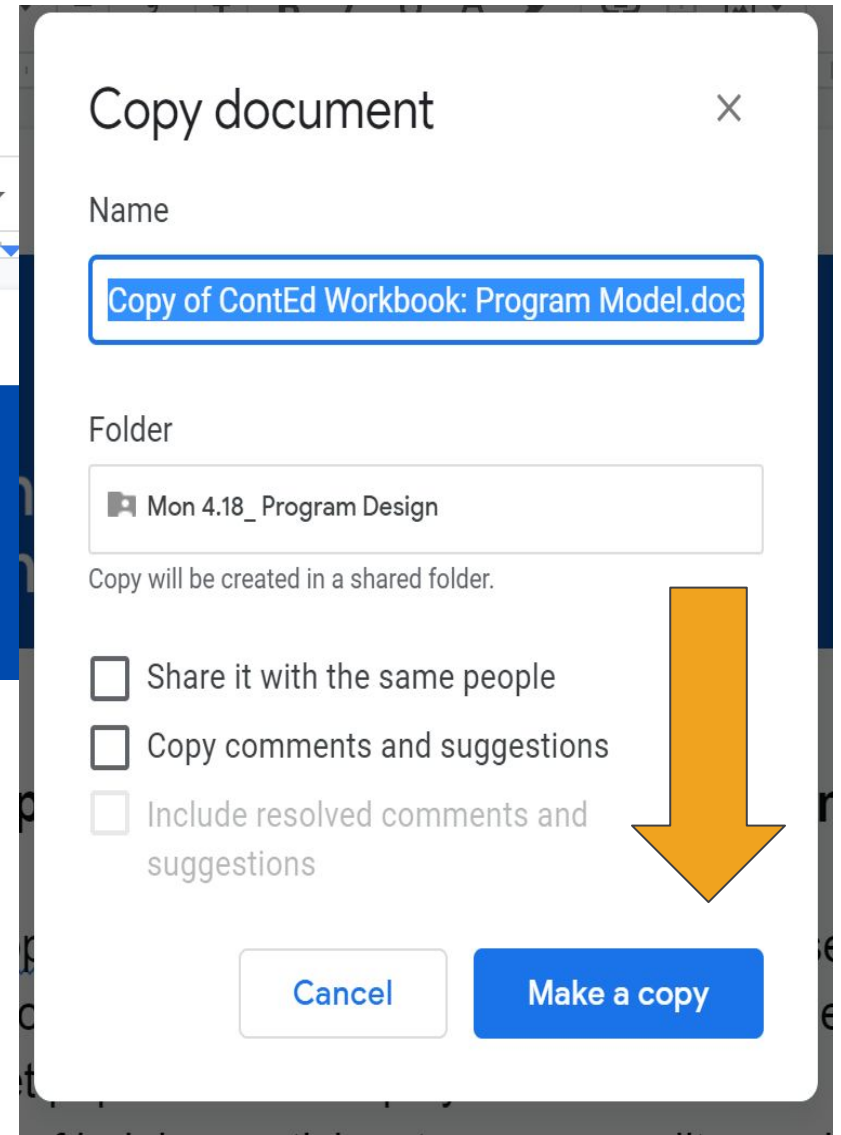
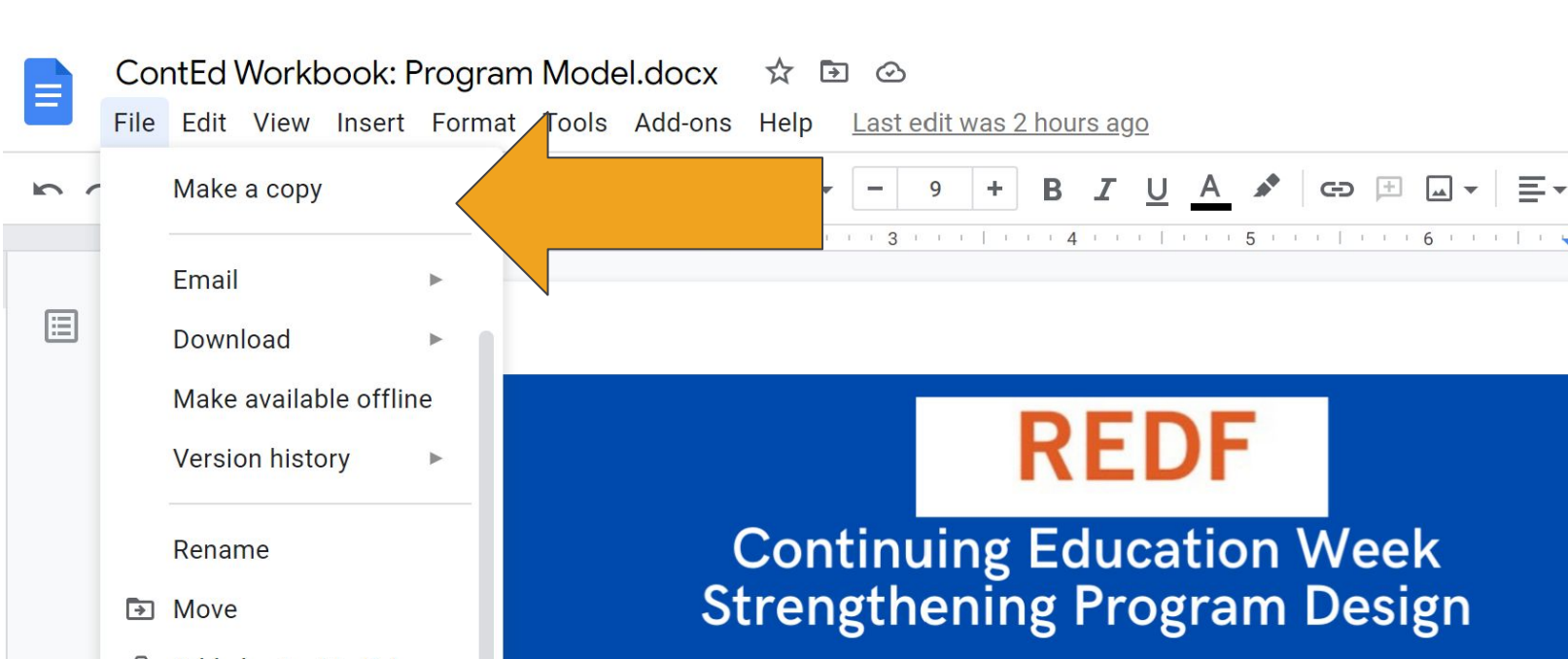
2

- Interviewing & Hiring

3

- Onboarding & Expectation-Setting

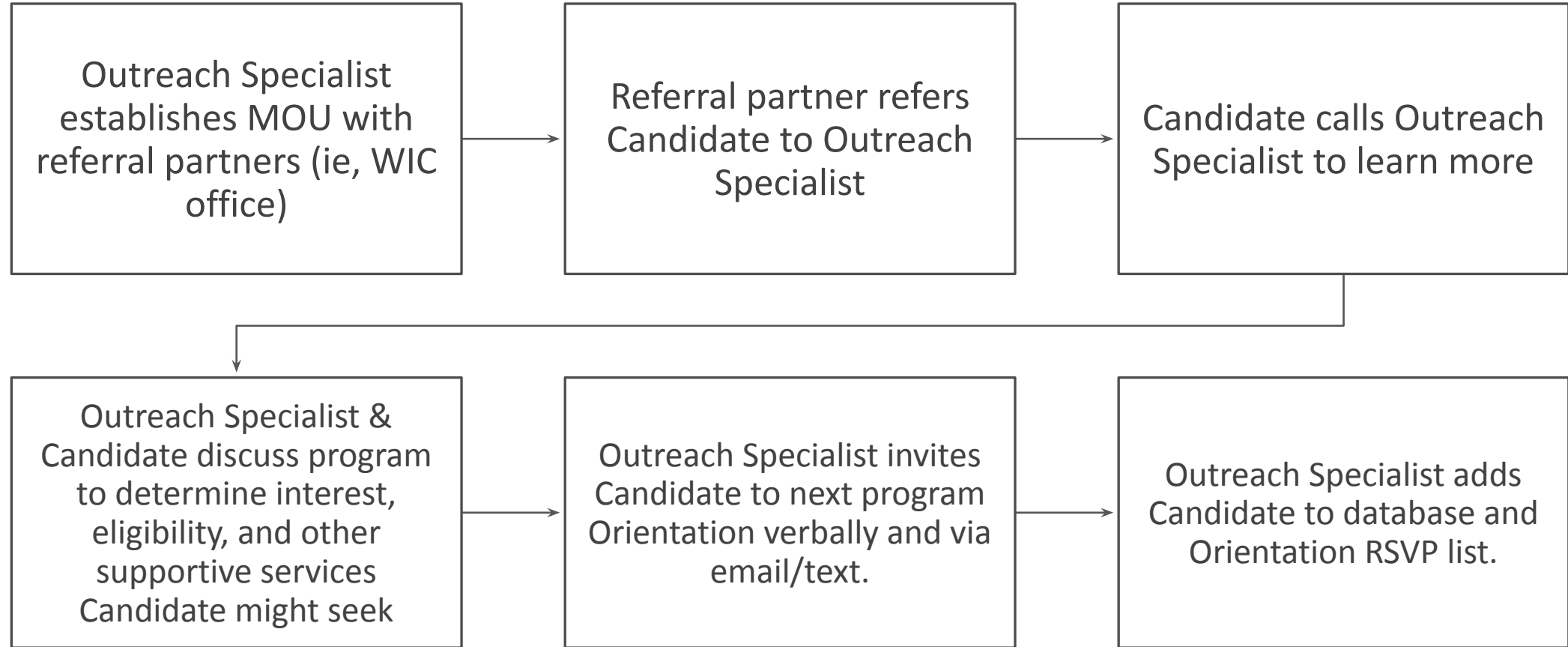




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## • Recruitment & Outreach

Draw or write out the candidate-facing steps that are part of your recruitment & outreach.



## • Recruitment & Outreach

- Navigate to Page 6
- Draw or write out the sequential steps that are part of your recruitment & outreach for participants.

On Page 7 Consider:

- What resources and supports are offered?
- Who is involved – internal staff, external partners
- What decisions are made that move the process forward?

# Breakout Room Discussion



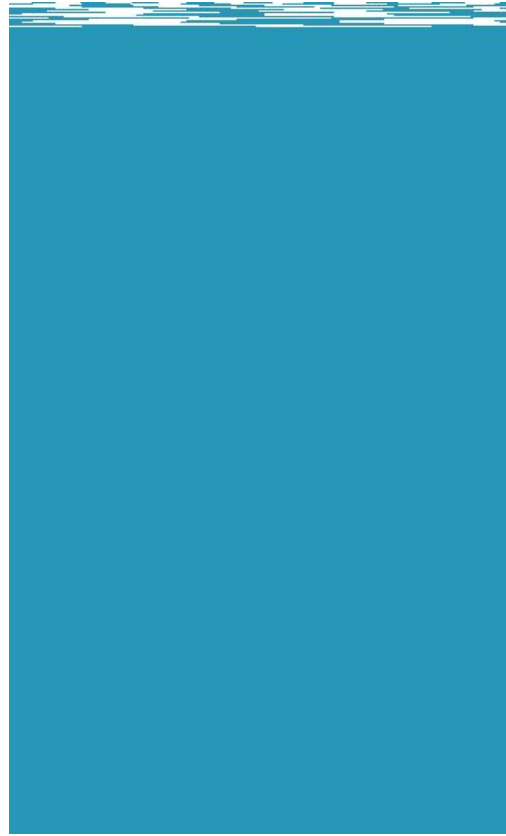
Share your Recruitment & Outreach activities.

- What supports are offered to the candidate?
- Who is involved – internal staff, external partners?
- What other resources are required from your ESE?

# Stretch Break



1 – Give yourself a  
hug



2 – Hamstring-cheese



3 – Wallflower



**Effective program design is grounded in the science of human behavior as it is...not in what we think it “*should*” be**



Technical  
Skills

Workplace Navigation  
Skills

Executive Skills



**What are Executive Skills?**



**How do Executive Skills develop?**



**Why do Executive Skills matter  
for individuals and ESEs?**

## How We Organize

- Organization
- Time Management
- Planning/Prioritization

## How We React

- Response Inhibition
- Flexibility
- Emotional Control
- Stress Tolerance
- Metacognition

## How We Get Things Done

- Task Initiation
- Sustained Attention
- Goal-directed Persistence
- Working Memory

# Executive Skills □ Behaviors □ Goals





# Breakout Room Discussion



1. Share your top 3 Executive Skills strengths with your group.
2. How do your ES strengths result in behaviors at work?

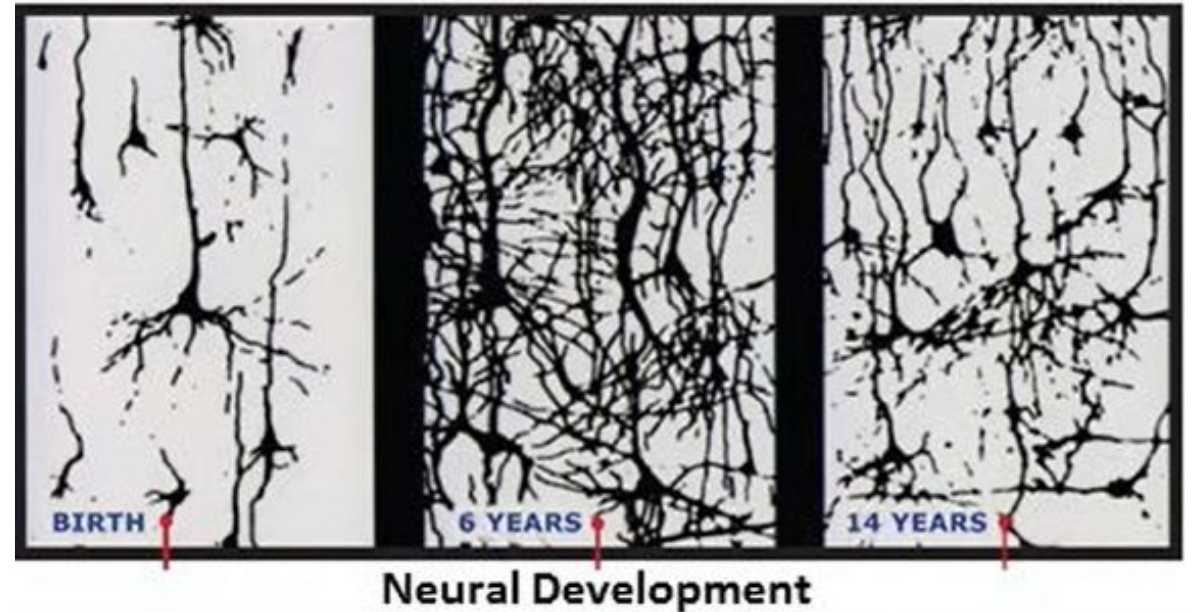
# Brain Architecture



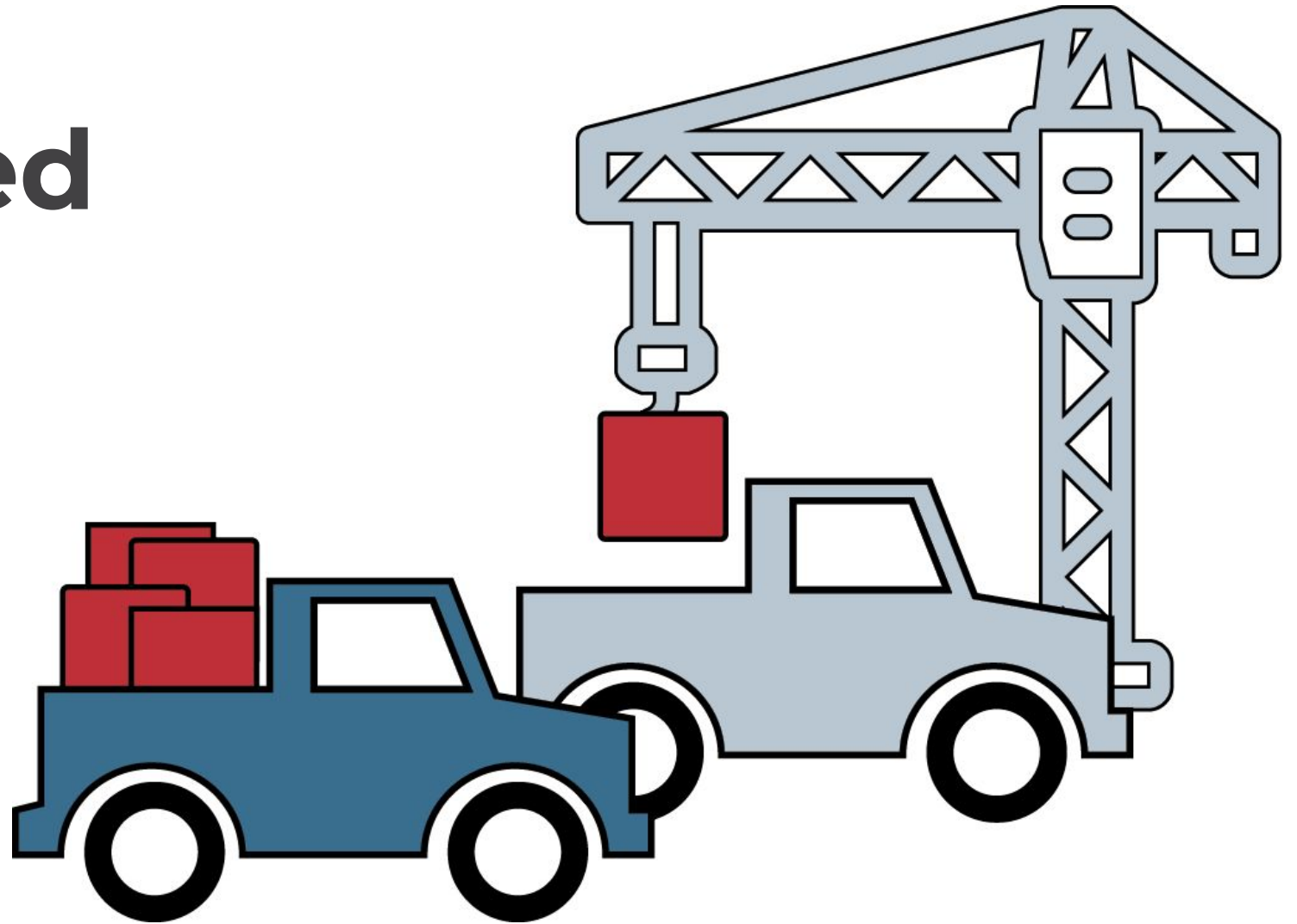
1. Early Childhood  
(0-5 years old)
2. Adolescence  
(13-26 years old)
3. New Parents!

# Constant Stress Impacts Executive Skills

Constant stress – from chronic scarcity, traumatic experiences, and more - can impact brain architecture, particularly Executive Skills.



# An Overloaded Truck



# Unloading the Truck



**CUT COSTS**



**CREATE SLACK**



**REFRAME & EMPOWER**





# Unloading the Truck



**CUT COSTS**



**CREATE SLACK**



**REFRAME & EMPOWER**



# Cut Costs

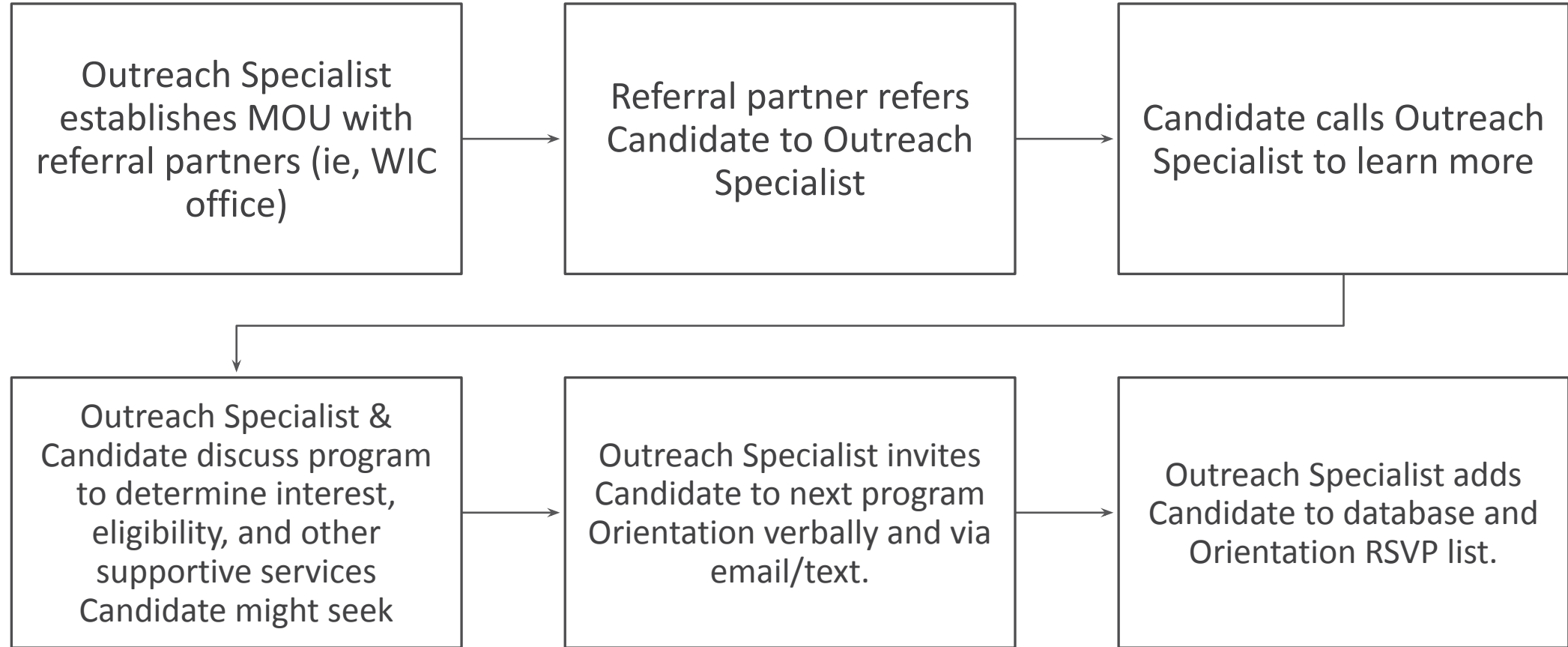


**Decrease the financial, time, & cognitive costs to access and engage in your ESE.**

- ✓ **Make communication clear and actionable:** literacy level & no jargon, simplify forms, important info upfront, chunk out amount of info conveyed
- ✓ **Reduce barriers to entry:** # of staff met before enrollment, documents to read, small hassles, waiting time before enrollment, drug testing
- ✓ **Increase accessibility:** geography & proximity to participants, hours of operation, phone/text/email

## • Recruitment & Outreach

Draw or write out the candidate-facing steps that are part of your recruitment & outreach.



**Make communication clear and actionable:**

- Redesigned outreach flyer with big orientation dates button and QR code
- Added Outreach Specialist's direct phone extension and text option to flyer

**Reduce barriers to entry:**

- Outreach Specialist's intake call prompt/questionnaire shortened
- Eliminated 1 extra pre-orientation calls (now, only 1)

**Increase accessibility:**

- Made an online page where candidates can put their email in at all hours and we will call them back
- Moved orientation from New Moms' office to our ESE, which is closer to train stop
- Advertise availability of child care at orientation from the start of recruitment

# Stretch Break



1 – Like a Prayer



2 – Twisty Wristy



3 – Shouldahhhh

# Create Slack



**Provide a cushion for candidates to fall back on when an unexpected shock or minor error throws off their tenuous equilibrium.**

- ✓ **Be unconditionally generous:** Look for opportunities to take things off a candidate plate rather than expecting them to do more with the same amount of time and bandwidth (provide cognitive relief and temporal relief where possible).
- ✓ **Establish safeguards:** decrease likelihood of errors in forms/processes/policies/deadlines.



**Be unconditionally generous:**

- Time: Be considerate of a candidate's time and estimate how much time a referral call may take...notify candidate at the beginning of call
- Financial: Provide cash for their time
- Social capital: Make a warm referral to another program for a candidate if your ESE is not a good fit
- Emotional space: Take space/Make space. Allow room for candidate to share on the call instead of you just sharing about your ESE.

**Establish safeguards:**

- Before the end of a referral call, repeat back to the candidate the information shared and next steps
- Send a follow up text/email
- Keep applications on file for X amount of time so they don't have to re-start process

# Reframe and Empower



**De-stigmatize services and benefits, promote more constructive interpersonal interactions, and ensure decision making is in the hands of participants.**

- ✓ **Use intentional, strengths-based, Executive Skills-based language:** consider consistency across all staff/participant interactions, how to describe candidates, ESE, program outcomes, titles of staff & participant, describing program both to the candidate & to others
- ✓ **Treat participants as experts:** Hardwire feedback loops into Pre-Employment activities, acknowledge areas that the ESE has not been correct or when the staff/org makes a mistake, invite current participants to help onboarding
- ✓ **Confront biases:** Use blind screening, confront and continually discuss organizational, systemic, individual biases, discuss the bias embedded in traditional “workforce development”

## How can we reframe & empower with and for candidates?

### **Use intentional, strengths-based, Executive Skills-based language:**

- Shift from deficits to assets, from needs to goals - across all communications mediums
- Celebrate their work so far: using goal-directed persistence, task initiation, planning/prioritization
- Use care in describing the eligibility criteria - and exploring our criteria to begin with
- Acknowledge joining a community of many who understand what they are experiencing - the strength of not being alone in the process

### **Treat participants as experts:**

- Ask for feedback along the way
- Ensure they have multiple points of choice in the intake: Ask for permission, ask what they would like to do next, so they are in charge of what their next step is (even if it is not pursuing enrollment)
- Invite Participant Advisory Council into program design feedback & brainstorming

### **Confront biases:**

- Systems: Consider what bias is built into the workforce development system itself Phone screening first
- Program: phone screening first, eliminate drug testing,

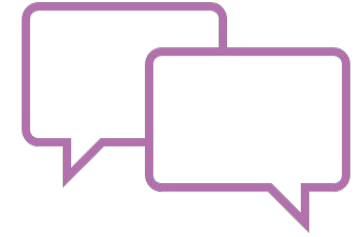
## • Recruitment & Outreach

- Navigate to Page 8
- Looking at your Recruitment & Outreach touchpoints, where can you lighten the load for candidates?

Consider:

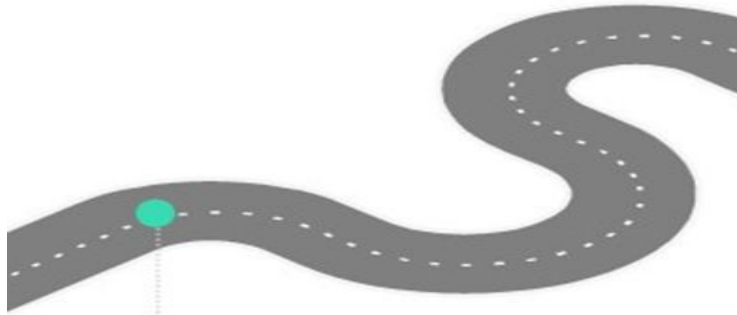
- How might you cut financial, temporal, cognitive costs?
- In what ways could you create slack?
- Where are there opportunities to reframe & empower?

# Breakout Room Discussion



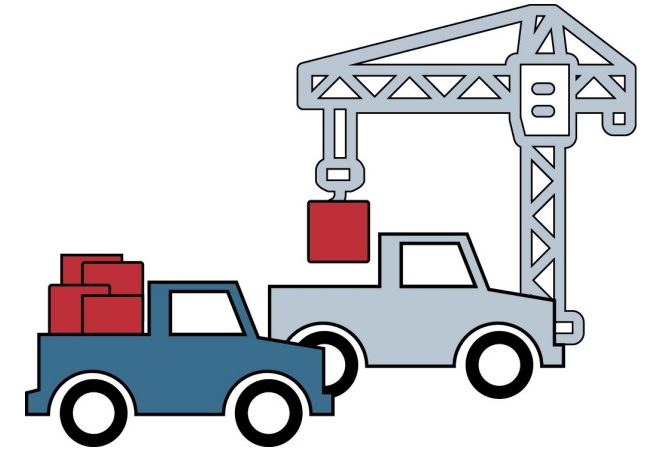
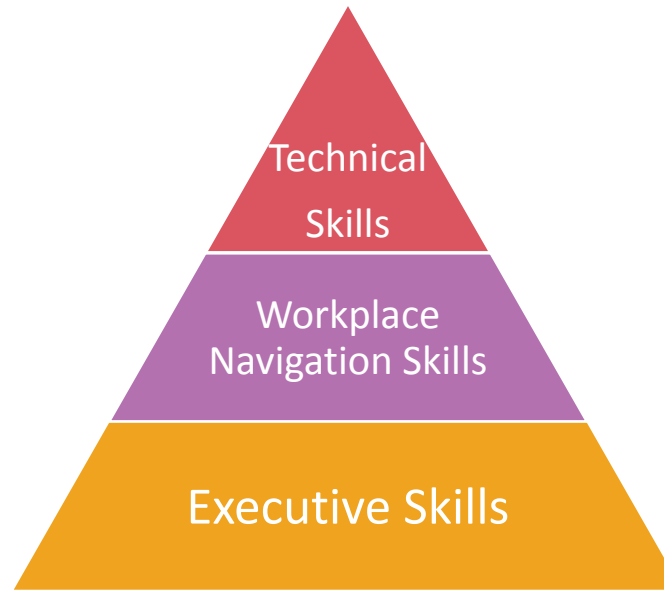
Share how you might “lighten the load” in your Recruitment & Outreach activities.

- How might you cut financial, temporal, cognitive costs?
- In what ways could you create slack?
- Where are there opportunities to reframe & empower?



### Pre-Supported Employment

- Recruitment & Outreach
- Interviewing & Hiring
- Onboarding & Expectation Setting



**CUT COSTS**



**CREATE SLACK**



**REFRAME &  
EMPOWER**

# Suggested Next Steps:

- ✓ Complete the Pre-Employment Program Design section of your template
- ✓ Attend Office Hours next Wednesday, 4/27
- ✓ Observe how your Executive Skills show up at work – we'll do more with that in Program Design session #2: During Supported Employment



# Interested in more?

**The Hub**  
@ NEW MOMS



**offers:**

- ✓ Team training on Executive Skills & brain & behavioral science
- ✓ Technical Assistance with incorporating Executive Skills into your program

<https://newmoms.org/the-hub/>

If implementing what you learn today feels overwhelming, our approach to the Office Hours is designed to help you get to small, doable steps for progress over time



Thank you!

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