



SELF-MANAGED

ATTENDANT SERVICES TRAINING

MANUAL

2004

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**This project has been made possible by funding from
Human Resources Development Canada**

ACKNOWLEDGEMENTS

The Self-Management Training Manual is the result of a compilation of materials and resources produced throughout the disability community. Considerable portions of this manual are can be found in the revised (2002) edition of *Pathways: A Self and Family Manager's Guide to Personnel Management*. The *Pathways* manual was developed by the Independent Living Resource Centre (ILRC) of Winnipeg, Manitoba with funding from the Manitoba Department of Health. For more information on this manual or the Winnipeg ILRC please visit their website at www.ilrc.mb.ca.

In addition, the book *AVOIDING Attendants from HELL: A Practical Guide to Finding, Hiring & Keeping Personal Care Attendants* by June Price has provided wonderful resources and examples which appear throughout this manual.

Both the Nova Scotia Department of Environment and Labour and the Nova Scotia Human Rights Commission have provided considerable information regarding the Labour Standards Code and the Nova Scotia Human Rights Act. More detailed information on either of these items can be found on the web at:

<http://www.gov.ns.ca/enla/>

<http://www.gov.ns.ca/humanrights/>

Several additional web resources were used in development of this manual including:

<http://www.potsdam.edu/COUN/brochures/assertiveness.html>

<http://www.coun.uvic.ca/personal/assert.html>

<http://www.warrenshepell.com/articles/building.html>

This manual would not be possible without the help and support of the ILRC – HRM staff. In particular the formatting and layout of this manual have been developed with support from Brenda Hattie and Linda Armstrong.

SELF-MANAGED ATTENDANT SERVICES TRAINING OUTLINE

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Self-Managed Attendant Services Training Outline...

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BIBLIOGRAPHY

PREFACE

The Self-Management Training Manual was developed as part of a ten-week training program at the Independent Living Resource Centre – HRM (ILRC) in Nova Scotia. The training was designed to address issues important to potential self-managers; that is, those individuals who, in the future, could be in a position to require and manage their own attendant care services. The training included specific topics relating to communication, needs assessments, recruitment and selection, training and orientation, evaluation, legal obligations, conflict resolution, stress management and financial management. The identification of such topics resulted from consultations with various sources including individuals who self-manage their own attendant care, those who work closely with self-managers, and various manuals and electronic resources relating to general management skills.

The ten sessions which accompanied this manual reflected the major topics mentioned above. Each session was designed to encourage thought, discussion and the development of practical knowledge through the use of the manual, guest speakers, exercises, and group discussion. Participants suggested that role-play activities would also be beneficial in preparing for some scenarios.

Prior to beginning with the contents of the training manual, an initial introduction session was organized. This session was intended to provide an opportunity for participants and the facilitator to meet one another in a group setting. To facilitate this introduction several simple, yet fun, icebreakers were used. It was important to choose an icebreaker which allowed all participants to be fully engaged in the activity. For this reason a simple card game was chosen. In this icebreaker each individual drew a card from a deck of playing cards. Each participant then had to tell the group a few facts about him/herself. The number of facts each participant had to share depended on the value of the playing card drawn.

Group norms were also discussed in this initial session, including the role of the participants, the role of the facilitator and the expectations for the training program. To aid in this process the following questions were posed:

- 1) What rules or “norms” would encourage you to fully participate in group activities?
- 2) As a participant, what do you believe is your role in this training program?
- 3) As a participant, what do you believe is the role of the facilitator in this training program?
- 4) As the facilitator, what do you believe is the role of the participant?
- 5) As the facilitator, what do you believe is your role in this training program?
- 6) As a participant in this training program, what do you hope to accomplish?
- 7) As a facilitator in this training program, what do you hope to accomplish?

The approach used in this session and subsequent training was a cooperative effort between the facilitator and the participants. That is, clear and continuous communication between the facilitator and participants regarding the content and design of the training program would ensure that, whenever possible, the participants' expectations would be met.

A discussion of what self-management means and a review of the training outline rounded out the session. In the context of this training program and the ILRC's Self-Management Attendant Care Services pilot project begun in 1994, self-manage refers to an individual who is able to independently manage all aspects of his/her attendant care services. The self-manager is an individual with a severe disability which causes him/her to require assistance with such daily living functions as dressing, bathing, preparing meals and communicating; it can also include assistance with social activities and housework. "All aspects of their attendant care services" includes recruiting, selecting, training, scheduling and paying attendants. It also includes obligations such as paying the appropriate taxes and protecting an employee's rights as set forth by law.

As a result of the above definition of self-management and consultations with several resources, what follows is a resource/training manual for trainers and participants alike. It should be noted that techniques and laws may change, but the basic principal of self-management and the skills and knowledge needed to successfully self manage one's attendant care should remain stable over time.

CHAPTER ONE: EMPLOYER REFLECTION

EFFECTIVE COMMUNICATION

1. Barriers to Effective Communication

- argument or withdrawal
- blaming and accusing
- not listening
- changing the subject

2. Keys to Effective Communication

- Set a time to discuss specific issues
- Agree to discuss one topic at a time
- Use active listening
 - Listen to understand, even if you do not agree
 - Do not interrupt
 - Summarize what you have heard
 - Ask for clarification or further explanation
 - Acknowledge their feelings or concerns
 - Ask if there is anything else they would like to discuss

(TIP) Pose questions starting with “What” rather than “Why”.

- Use I messages
- Avoid blaming or accusing by taking responsibility for your feelings
- Explain the other’s behaviours in terms of how it makes you feel
- Use “I” messages:
 - Avoid blaming or accusing – take responsibility for your feelings
 - Explain the other’s behaviour in terms of how it makes you feel

COMMUNICATION STYLES

Assertiveness:

- the ability to express yourself and your rights without violating the rights of others
- the ability to express your thoughts and feelings in a way that clearly states your needs, and keeps the lines of communication open with the other person

Benefits of Assertiveness:

- self-confidence
- gains you the respect of your peers
- increases your chances for honest relationships
- increases your feeling of self-control in everyday situations
- improves decision making abilities

Understanding Your Rights:

- The right to decide how to lead your life; this includes pursuing your own goals and dreams and establishing your own priorities.
- The right to your own values, beliefs, opinions, and emotions, and the right to respect yourself for them, no matter the opinion of others.
- The right not to justify/explain your actions or feelings to others.
- The right to tell others how you wish to be treated.
- The right to express yourself and to say, "No," "I don't know," "I don't understand," or even "I don't care." You have the right to take the time you need to formulate your ideas before expressing them.
- The right to ask for information or help, without having negative feelings about your needs.
- The right to change your mind, make mistakes, and to sometimes act illogically, with full understanding and acceptance of the consequences.
- The right to like yourself even though you're not perfect, and to sometimes do less than you are capable of doing.
- The right to have positive, satisfying relationships in which you feel comfortable and free to express yourself honestly
- The right to change or end relationships if they don't meet your needs.
- The right to change, enhance, or develop your life in any way you determine.

Non-assertiveness

- acting passively toward circumstances and events in your life
- allowing the needs opinions and judgments of others to become more important than your own.
- it is emotionally indirect, dishonest and self-denying

Aggressiveness

- acting selfishly, violating the rights of others.
- expressing your rights but at the expense, degradation, or humiliation of another
- being so emotionally or physically forceful that the rights of others are not allowed to surface.

Results of Aggressiveness

- others become angry or vengeful
- people lose respect for you
- feelings of guilt pertaining to the aggressive behaviour
- causes conflicts in relationships

There is a fine line between aggressiveness and assertiveness.

Assertiveness Will Not:

- guarantee happiness or fair treatment
- solve all your problems
- cause others to act assertively
- promise that you will get what you want

Assertiveness Will:

- increase your feelings of freedom
- increase emotional freedom
- neutralize feelings of anxiety in social situations

Specific Techniques of Assertiveness:

- Be as specific and clear as possible about what you want, think, and feel.
- An "I" message is a good way to let people know what you are thinking. It is made up of three parts:
 1. Behaviour: What is it, exactly, that the other person has done or is doing?
 2. Effect: What is happening because of their behaviour?
 3. Feelings: What effect does their behaviour have on your feelings? It is important to explain exactly what you mean and what you do not mean.
 - a. Use factual descriptions instead of judgments.
 - b. Be direct.
 - c. Deliver your message to the person for whom it is intended.
 - d. "Own" your message. Acknowledge that your message comes from your frame of reference, your conception of good vs. bad, or right vs. wrong. To do this, personalize your statements with "I" statements.
 - e. Ask for feedback. "Am I being clear? How do you see this situation?"

Dealing With Negative Reactions:

- **Backbiting:** The best tactic is to ignore this behaviour.
- **Aggression:** The other person may react with verbal hostility. It is important not to get drawn in with counter aggression. Rather, firmly hold your ground, but do not apologize or back down. You may "regret" that the person is upset, but affirm your position.
- **Pouting:** Do not back down; at the most, "regret" that they are upset.
- **Psychosomatic reactions:** Do not back down, and be consistent.
- **Over apologetic:** Point out the kind of behaviour the individual is exhibiting, and say that it really is not necessary to act that way, and then reaffirm the appropriateness or fairness of what you have said.
- **Revenge:** It is important to challenge such reactions immediately, by pointing out what the person is doing, and by affirming your position.
- **Denials:** It is appropriate to apologize for your possible error, but it is also important that you re-assert your position - e.g., "That was what I understood. If I was wrong, I am sorry. But if that had been the case my statement would stand."
- **Overly sensitive behaviour:** It is not appropriate to add to the hurt or confusion of someone who is already down or in trouble.
- **If you prove to be wrong, or over-assert:** It is appropriate to apologize, but don't overdo it.

Gauging Your Assertiveness

The following questions will help you to assess your assertiveness:

1. When you differ with someone you respect, are you able to speak up and share your own viewpoint?
2. Are you able to refuse unreasonable requests made by friends or co-workers?
3. Do you readily accept positive criticism and suggestion?
4. Do you ask for assistance when you need it?
5. Do you usually have confidence in your own judgment?
6. If someone else has a better solution, do you accept it easily?
7. Do you express your thoughts, feelings, and beliefs in a direct and honest way?
8. Do you try to work for a solution that, to the degree possible, benefits all parties?

COMMUNICATION SCENARIOS: HOW DO YOU RESPOND?

SITUATION 1

Your current attendant has been working with you for approximately four months. You have generally allowed her to do light housework at her own discretion. In the beginning this was working quite well, however; over the past couple of weeks, you have noticed that she has allowed the laundry to pile up. How do you address this with your attendant?

SITUATION 2

It is common for your attendant to assist you in preparing meals. You generally welcome his suggestions and tips regarding working in the kitchen. On occasion your attendant has expressed his concerns over the healthiness of some of your meal choices. Although you recognize the validity of such comments, you prefer to continue on as is because the meals you choose allow you the greatest independence in the kitchen. On a day when you are feeling particularly under the weather, your attendant begins to lecture you on the benefits of healthy eating and how your current diet is contributing to your over all poor health. You do not appreciate this approach. How do you address this with your attendant? What style of communication is being used?

SITUATION 3

It is Thursday night. Your weekend attendant, Mary, has called you asking if she can have Saturday off so that she can attend a family get together. You tell Mary that you will have to call your primary attendant, Joanne, to ask if she can cover before you can give her the go ahead. You then call Joanne and explain the situation. She hesitates for a moment and then says, "um, sure". You let Mary know that Joanne has agreed to work on Saturday. Saturday comes. Joanne is twenty minutes late which is unusual for her. When she finally does arrive she is brusque when speaking with you, rushes through your morning routine and mutters something about having a hard time finding a baby sitter. What style of communication is Joanne using? Explain. How would you respond?

SITUATION 4

As one of your attendant's duties is to prepare meals and assist you in eating; you generally eat together. You usually decide what you would like to eat, although your attendant is free to make suggestions. On this particular day, you and your attendant want different things. Without first checking with you, your attendant proceeds to prepare what she wanted for supper for the two of you. What style of communication is your attendant using? What could she be trying to communicate? How will you respond?

SITUATION 5

A play is coming to your local theatre which you would love to see. Unfortunately, most of your friends and family are busy that night, or they simply do not enjoy the theatre.

You let your attendant know that you will be attending the play and he will be expected to come along. Your attendant explains that he does not like the theatre and would prefer not to go. What communication style is your attendant utilizing? What could he be trying to communicate? How will you respond?

CHAPTER TWO: EMPLOYER SKILLS – Recruitment and Selection

DEVELOPING A JOB DESCRIPTION - NEEDS ASSESSMENT

The following areas need to be filled out:

1. **NEEDS**
 - Describe what you require.
 - Use one-word cues (e.g., to do your fingernails - "cut", "manicure").

2. **HOW OFTEN**
 - Specify the number of times per day, week, or month (e.g., 2/day, 1 week, 3/month).

3. **HOW LONG**
 - Specify time frames in five-minute increments.
 - Place the total time per day, week, or month in the appropriate **D** = Daily, **W** = Weekly, **M** = Monthly columns (e.g., for a transfer taking 10 minutes each time it is done and done 3 times per day you would put 30 in the D column).

4. **TIME OF DAY**
 - Later, you will use this column to help you organize your schedule so that there is reasonable time for each of your needs to be met, without rushing you or compromising your lifestyle

MOBILITY SELF-ASSESSMENT CHART

ASSESSMENT AREA	NEEDS	HOW OFTEN	HOW LONG			TIME
			D	W	M	
MOBILITY/ TRANSFERS						
1. POSITIONING						
- chair						
- bed/turning						
- other						
TOTAL HOURS						
2. RANGE OF MOTION EXERCISES						
- upper body						
- lower body						
TOTAL HOURS						
3. TRANSFERS						
- bed						
- vehicle						
- Hoyer lift						
- other						
TOTAL HOURS						
4. TRANSPORT						
- driving						
- pushing chair						
- other						
TOTAL HOURS						

DAILY LIVING SELF-ASSESSMENT CHART

ASSESSMENT AREA	NEEDS	HOW OFTEN	HOW LONG			TIME
			D	W	M	
DAILY LIVING						
1. DRESSING/ UNDRESSING						
- assistance (partial/ complete/be specific)						
- assistive devices (braces/splints, etc.)						
TOTAL HOURS						

2. EATING						
- assistance (set up/ feeding/ be specific)						
- care of special devices						
TOTAL HOURS						
3. MEDICATION/ TREATMENTS						
- assistance (opening bottles/administration/ procedures/be specific)						
TOTAL HOURS						
4. BLADDER CARE						
- condom drainage						
- in-dwelling						
- ilio conduit						
- leg bag drainage						
- clean equipment						
TOTAL HOURS						
5. BOWEL CARE						
- suppositories						
- digital stimulation						
- enema						
- ostomy						
- clean equipment						
TOTAL HOURS						
6. TOILETING						
- bed pan						
- urinal						
- commode						
- toilet						
TOTAL HOURS						

PERSONAL HYGIENE

ASSESSMENT AREA	NEEDS	HOW OFTEN	HOW LONG			TIME
			D	W	M	
PERSONAL HYGIENE						
1. ORAL CARE						
- brush teeth						
- floss teeth						
- mouthwash						
- denture care						
- Waterpik						
- other						
TOTAL HOURS						
2. GROOMING						
- wash hands/face						
- make-up						
- deodorant						
- shave						
- wash hair						
- set hair						
- cut/trim hair						
- ear care						
- nail care						
- peri-care						
- menstrual care						
- other						
TOTAL HOURS						

3. BATHING									
- sponge/bed bath									
- tub bath									
- shower									
- whirlpool									
- other									
TOTAL HOURS									
4. SKIN CARE									
- skin breakdown preventative									
- identification									
- treatment									
TOTAL HOURS									

HOMEMAKING

ASSESSMENT AREA	NEEDS	HOW OFTEN	HOW LONG			TIME
			D	W	M	
HOMEMAKING						
1. MEAL PREPARATION						
- special diet						
- breakfast						
- lunch						
- dinner						
- snacks						
- clean up above						
TOTAL HOURS						
2. CHORES						
- change & make bed						
- sweep/vacuum						
- wash/dry, put away dishes						
- dust/clean furniture						
- wash floors/walls						
- clean stove/fridge						
- scour tub/sinks/toilet						
- wash windows/mirrors						
- clean cupboards						
- clean closets/drawers						
Other						
TOTAL HOURS						

3. LAUNDRY									
- sort									
- handwashing									
- wash/drying									
- ironing/mending									
TOTAL HOURS									
4. SHOPPING									
- groceries (list)									
- personal (clothes, etc.)									
- errands									
- other									
TOTAL HOURS									

MISCELLANEOUS NEEDS

ASSESSMENT AREA	NEEDS	HOW OFTEN	HOW LONG			TIME
			D	W	M	
MISCELLANEOUS NEEDS						
1. COMMUNICATION						
- telephone						
- writing letters						
- other						
TOTAL HOURS						
2. FINANCES						
- paying bills						
- banking						
- budget preparation						
- other						
TOTAL HOURS						
3. ESCORTING						
- school/job						
- social activities						
- other activities						
TOTAL HOURS						
4. OTHER						
- pets						
- plants						
- yard work						
TOTAL HOURS						

SUMMARY SHEET

ASSESSMENT AREA	DAY	WEEK	TIME
MOBILITY			
1. Positioning			
2. Range-of-Motion Exercises			
3. Transfers			
4. Driving			
TOTAL HOURS			
DAILY LIVING			
1. Dressing/Undressing			
2. Eating			
3. Medication/Treatments			
4. Bladder Care			
5. Bowel Care			
6. Toileting			
TOTAL HOURS			
PERSONAL HYGIENE			
1. Oral Care			
2. Grooming			
3. Bathing			
4. Skin Care			
TOTAL HOURS			

ATTITUDE, COMPATIBILITY AND LIFESTYLE

When contemplating the recruitment and selection of an attendant, it is important to consider not only your personal care needs, but your preferences and lifestyle. This consideration aids in selecting the attendant who best suits the job and work environment.

Following are a variety of questions and situations which will assist you in examining your preferences and lifestyle. Based on your responses to them, you can determine what type of person would best fit your lifestyle.

It is to your benefit to be as honest as possible when considering these questions. Being less than honest may lead you to hire someone with whom you are not compatible and could have very unfortunate results.

Attitude and Compatibility

Please indicate, by placing a mark in the appropriate box, whether each of the following characteristics seldom or frequently describes you. Keep in mind that this list is not exhaustive. Other important characteristics may come to your mind while reviewing this list.

<i>Characteristics</i>	<i>Seldom</i>	<i>Frequently</i>	<i>Characteristics</i>	<i>Seldom</i>	<i>Frequently</i>
Adaptable			Outgoing		
Aggressive			Patient		
Noisy			Shy		
Assertive			Polite		
Calm			Talkative		
Quiet			Flexible		
Forgetful			Organized		
Responsible			Punctual		
Reserved			Private		
Friendly			Detail oriented		
Short-tempered			Honest		
Sensitive			Indifferent		
Empathetic			Likes routine		
Social			Considerate		
Thoughtful			Likes change		
Lonely			Negative		
Moody			Respectful		

Lifestyle

For each of the following statements please indicate your preference by checking either yes or no.

STATEMENT	YES	NO
Daily Activities		
I like to plan my activities in advance		
I usually follow a routine		
I generally go out during the week		
I usually go out on the weekends		
I usually entertain during the week		
I usually entertain on the weekends		
I work full-time		
I work part-time		
I volunteer during the day		
I am a student		
My attendant is welcome to stay at my house when I am not there		
Personal Grooming		
My appearance is important to me		
My clothes are important		
My attendants may use my personal items		
Homemaking		
I like my home neat and clean		
I am particular about the way things are done		
I schedule laundry and housekeeping		
I prefer to supervise housekeeping		
Attendant is free to do their own laundry at my home		
Attendant must keep their room clean		
Attendant can decorate their own room		

STATEMENT	YES	NO
Food		
I like regular meals		
I eat with my attendant		
I supervise meal preparation		
Attendant can prepare meals for themselves with my food		
I would try foods attendant likes		
I eat out frequently		
I like to try new places to eat		
I like to try foods from other cultures		
Entertainment and Leisure		
I like watching TV		
I like renting movies		
I like going to the movies		
I like to attend sporting events		
I like to attend cultural events		
I like going to the theater		
I like attending concerts		
I like reading books		
I visit friends frequently		
I go to social activities frequently		
I entertain frequently		
Attendant can entertain		
My attendant is welcome to use my things when entertaining		
Friends stay over night		
Attendants friends can stay over night		
My social life is planned		
My social life is spontaneous		
I participate in sports		
I am religious		
I listen to loud music		

STATEMENT	YES	NO
Other		
I smoke, attendant may smoke		
I drink alcohol		
Attendant may drink alcohol		
I frequently travel		
I enjoy my space		
My attendant may use my vehicle		
My attendant may incorporate his/her errands with mine		
My attendant may request specific items when I shop for groceries		
People must gain my trust		
I have pets		
I have allergies		
I am sensitive to scents		
My attendant is welcome to use the telephone for personal phone calls		
My attendant is welcome to make long distance calls		

WRITING AN ADVERTISEMENT

Developing the Job Description

Now that you have determined your needs, you can begin to develop a job description and recruit for the position. To help you in this process, below are some questions which should help you transform your needs into the attendant's job duties.

1. List the areas where you anticipate needing an attendant (review your needs assessment).
2. Explain how your attendant will assist you in these areas (be specific).
3. Using the responses to answer 2, describe the duties of your attendant.
4. What qualifications or requirements must they meet?
 - Education:
 - Specialized training or Certificates:
 - Skills:
 - Experience:
 - References:
 - Criminal check:
 - Driver's Abstract:
5. Describe the personality characteristics you are looking for (review personal preferences and lifestyle).
6. What are the essential qualifications for this job (i.e. you will not hire anyone without...)?
7. What qualifications or further training would you be willing to accept after hiring your attendant (i.e. CPR, or specific on-the-job training)?
8. Based on your needs, what hours would your attendant work (i.e. full time, part time, weekends, live in, split shift, on call, mornings, evenings, holidays)?
9. What are the wages or conditions of employment (i.e. room and board and income of, access to a vehicle...)?

SAMPLE JOB DESCRIPTION

Purpose:

To assist the Employer, who has a physical disability, with attendant services.

Accountability: The Employer.

Requirements:

1. Willingness to perform personal and household tasks.
2. Physical ability to lift and transfer the Employer.
3. Punctuality, reliability and dependability.
4. Ability to work cooperatively with the Employer and with other employees.
5. Good communication skills, both oral and written, and ability to accurately follow directions from the Employer.
6. Ability to maintain confidentiality and to be worthy of the trust required to provide personal services in the Employer's own home.

Duties:

Provide services as required and directed by the Employer, including, but not limited to, the following:

- a) Mobility assistance with transferring, lifting, positioning, turning in bed, exercising, driving;
- b) Assistance with dressing and undressing, eating, medications, special equipment, toileting or bowel and bladder routines, catheterization, colostomy or ileostomy care, maintenance of a tracheotomy and respiratory equipment;
- c) Personal hygiene assistance with washing, bathing, showering, shaving, brushing teeth, grooming, feminine hygiene, care of skin, changing non-sterile dressings;
- d) Assistance with communications, errands, escorting, shopping, banking;
- e) Housekeeping assistance with meal preparation, dish washing, laundry, shopping and chores, including but not limited to dusting, vacuuming, washing floors, changing sheets, and cleaning the fridge, stove, bathroom, closets, drawers and cupboards;
- f) Assistance with maintaining and ordering supplies;
- g) Maintenance and upkeep for personal and household equipment and appliances;
- h) Nurturing assistance with the physical requirements of parenting;
- i) Other similar tasks that would be performed by one's self from time to time were it not for a physical disability. Provide services in the home and elsewhere, consistent with the Employer's choices, lifestyle and privacy. Respond immediately to emergencies, e.g. washroom assistance or injury, and advise the Employer of other unusual or emergency situations. Be

aware of and report any hazards concerning employee health and safety to the Employer promptly. Record the date and time starting and ending each shift. Ensure that keys entrusted to you are kept secure and at hand. Perform other duties as requested.

Expectations:

1. To carry out the above duties in a professional manner.
2. To know the Employer's personal routines and follow them efficiently and with appropriate care.
3. To arrive for work punctually and to remain on duty until essential activities have been completed and the Employer is comfortable and safe.
4. To know Employees' rights and responsibilities under the *Occupational Health and Safety Act* and other legislation with respect to employee health and safety.
5. To conduct yourself in a manner consistent with the health and safety of the Employer, other staff and yourself.
6. To be able to perform certain tasks without direct supervision.
7. To dress in a clean and presentable manner.

SAMPLE EMPLOYMENT AGREEMENT

Dear _____:

This confirms our employment agreement discussed on _____ as an attendant will become effective on:

Your appointment:

Duties will include personal assistance and housekeeping tasks as stated in the attached job description. Hours of work will be as follows:

There will be a probationary period of three months (subject to a two-month extension if necessary), which will expire on _____.

A performance evaluation will be given at that time.

Your salary will be \$_____ per hour worked, payable on the Friday following each two-week period. The following deductions will be made from your gross salary: Canadian Pension Plan premium, Employment Insurance premium and Income Tax. Vacation pay of 4% of gross salary will be added to each salary payment. You will give me at least 1 month's notice when you wish to take your vacation.

You will be entitled to the following paid statutory holidays: New Year's Day, Good Friday, Victoria Day, Canada Day, Labour Day, Thanksgiving Day, Christmas Day, Boxing Day. Any holiday falling on a weekend will be compensated for by one paid day off before or after the weekend, by mutual agreement.

In case of sudden illness or other unforeseen events resulting in your inability to work your shift, you will make every effort to notify me as soon as possible so that I can arrange for emergency attendant services.

This agreement can be terminated by either party with 2 weeks' notice. If you agree with the terms of this agreement, please date and sign both copies and return one to me.

Yours sincerely,

(Your name)

I agree with the above•

Signature:

Date:

SCHEDULE "E" - SAMPLE EMPLOYMENT AGREEMENT

THIS AGREEMENT made this day of _____, 200__,

BETWEEN

NAME1
(hereinafter referred to as the "Employer")

OF THE FIRST PART;

- and -

NAME2
(hereinafter referred to as the "Employee")

OF THE SECOND PART;

WHEREAS;

The Employer agrees to employ _____ as his/her
(Attendant Name)

Employee and _____ hereby accepts employment
(Attendant Name) with the Employer.

The terms of employment of the Employee shall be in accordance with the following terms and conditions:

1. JOB DESCRIPTION

The Employee shall provide services to the Employer as described in APPENDIX "I " -- ATTENDANT JOB DESCRIPTION. The Employer may amend the ATTENDANT JOB DESCRIPTION from time to time, after full consultation between the Employer and the Employee.

2. TERM

2.1 This Agreement shall be deemed to have commenced on the day of 200__, shall supersede any earlier (Date of hire) agreements, and shall continue until terminated.

3. REMUNERATION

3.1 The Employer shall remunerate the Employee for his/her services under this Agreement at the starting wage of \$ per hour plus statutory benefits.

3.2 Outside of regular hours of service, Special Arrangements* may be negotiated under this Agreement between the Employer and the Employee. Under Special Arrangements, an hourly wage rate will not apply and the Employee will be remunerated as follows:

3.5 The Employer may review and re-calculate the Employee's wage at the beginning of each fiscal year, taking into consideration, among other factors, program funding, cost of living, length of service, and performance.

Wages due to the Employee shall be paid on every second Friday, or the last working day before these dates, for hours worked up to and including the previous Sunday.

Deductions and Contributions:

(a) The Employer shall withhold from each payment the statutory deductions for Employment Insurance and Canada Pension Plan premiums, and Federal and Provincial income tax.

(b) The Employer shall make the required Employer contributions to EI and CPP premiums on behalf of the Employee and shall remit these together with the Employee deductions to the Receiver General for Canada, as required.

(c) The Employer shall make all contributions and deductions to the appropriate authorities as required by law.

PROBATION AND PERFORMANCE EVALUATIONS

4.1 Permanent employment shall be subject to successful completion of a probationary period of three (3) months from date of hire. The first performance evaluation shall be begun at the end of the second month of

4.2 Employment, so as to be complete at the end of the probationary period. The probationary period may be extended for an additional period to a maximum of three (3) months, subject to the conditions outlined in paragraph 4.3 of this Agreement.

Subsequent performance evaluations shall take place annually.

If a performance evaluation reveals that an employee's work requires improvement, there shall be a further performance evaluation done within three (3) months of the initial evaluation to assess whether improvement is satisfactory. If this or any other performance

evaluation reveals insufficient improvement in the employee's work since the last evaluation, continued employment shall be at the discretion of the Employer.

PERFORMANCE AND SUPERVISION

5.1 The Employee shall follow the direction of the Employer, learn his/her routine and exercise reasonable care, skill, and diligence in performing the services set out herein.

5.2 The Employee shall perform the duties required of him/her by the Employer and shall act in accordance with all reasonable, lawful direction given to him/her by the Employer.

5.3 The Employee shall be provided with all necessary information regarding the policies and procedures of the Employer and his/her operations required in the performance of the services set out herein.

CONFIDENTIALITY

6.1 The Employee shall keep confidential any information obtained about the Employer, the Employer's family or the Employer's routine activities of living in the course of his/her employment, except where that information is required for the functioning of the Employer, in which case, the Employee shall give the information only to the party which requires the information.

6.2 Upon direction by the Employer, the Employee shall keep confidential any other matters concerning the Employer.

7.1 There shall be no discrimination with respect to the Employee by reason of age, marital status, family status, membership in political parties, sex, sexual orientation, race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, handicap (where the handicap does not prevent the Employee from performing the major duties of the position with reasonable accommodation on the part of the Employer), or educational background, and on any further ground as might be enumerated in the Ontario Human Rights Code.

8.1 The Employer has the right to discipline the Employee for cause. Discipline shall be "progressive", that is, normally discipline shall increase in severity if a form of unsatisfactory behaviour is repeated or if a pattern of unsatisfactory behaviour develops.

8.2 The form of discipline, in order of severity, shall be:
oral reprimand and/or warning; written reprimand and/or warning; suspension without pay; discharge.

8.3 In certain circumstances, discipline need not be progressive. Such exceptions are circumstances in which the Employer considers that the Employee's actions are a danger

to him/herself and/or to others; or where the Employee commits a gross misconduct. Where progressive discipline is waived, however, the Employer must provide the Employee with a written statement of his/her reasons for waiving progressive discipline.

8.4 The Employee shall have the right to respond to disciplinary action, in writing, and to have the written response form a part of the record of discipline.

8.5 Where cause exists, the Employer shall not be deemed to have condoned the Employee's activities by reason of not discharging or otherwise disciplining the Employee during such time as shall be reasonably required for the Employer to determine what actions to take in consequence of the activities and to follow the procedure set out in this Employment Agreement.

9.1 During the probationary period, the Employee may be discharged upon one (1) week's written notice or compensation in lieu of all or any part thereof (which notice may run beyond the end of the probationary period).

9.2 The Employer may terminate the services of the Employee under this Agreement as follows:

(a) for cause, without notice or severance pay (including, without limiting see, 1.9. 4 of 9 the generality of the foregoing, if the Employee is guilty of willful misconduct or willful neglect of duty);

(b) Because the Employer no longer wishes to maintain a position with substantially similar duties, or substantially alters the job description so that the Employee is not competent to perform the position as newly defined;

(c) without cause.

9.3 The Employee may terminate this Agreement upon no less than 7 days' written notice to the Employer.

10. HOURS OF WORK

10.1 The Employer, in consultation with the Employee, shall from time to time establish a schedule of hours to be worked by the Employee.

10.2 Time records shall be signed and kept by the Employee in a form determined by the Employer.

11. HOLIDAYS

11.1 The Employee, if he or she works twelve (12) or more hours per week, is entitled to

a paid holiday at his/her regular rate of pay on each of the following public holidays: -
New Year's Day - Good Friday - Victoria Day= - Canada Day - Labour Day -
Thanksgiving Day - Christmas Day - Boxing Day

12. VACATION

12.1 Regular part-time Employees are entitled to payment of four percent (4%) vacation benefits paid with each pay, or at the Employer's discretion, the equivalent number of paid hours off for vacation. Full-time Employees are entitled to payment of four percent (4%) vacation benefits paid with each pay or, at the Employer's discretion, two (2) weeks' paid vacation. Vacation benefits are based on the Employees date of hiring and may not be accumulated year to year.

12.2 During the three (3) month probationary period, the Employee will only be eligible for vacation benefits of four per cent (4%). The Employee's vacation schedule shall be arranged by agreement between the Employee and the Employer to conform with the work requirements of the Employer. Approval for vacation time shall not be unreasonably withheld.

12.3 No vacation benefits shall accrue to the Employee during an unpaid leave of absence.

SICK LEAVE

13.1 An Employee absent due to sickness or disability shall notify the Employer, or in his/her absence, a member of Employer's family or staff, of his/her inability to report to work and shall, at the time of notification, endeavour to find a replacement for him/herself, and shall indicate the probable duration of the absence. There is no benefit of payment for sick time.

13.2 Notification of absence must be made by the Employee with due consideration to the vulnerable and dependent situation of the Employer with regard to physical assistance from the Employee unless the nature of the sickness or disability makes this impossible and this can be corroborated to the satisfaction of the Employer.

13.3 The Employer shall have the right to require medical evidence, satisfactory to the Employer, for the purpose of verification of absence due to sickness or disability or for the purpose of determining fitness or unfitness for work.

14.1 A personnel file for the Employee shall be kept in the office of the Employer. The file shall contain the following:

(a) copies of all letters of agreement and contracts between the Employer and the Employee and the attached schedules;

(b) time sheets and time records;

(c) payroll information;

(d) termination and other notices; and

(e) any other information respecting employment and performance.

16.1 The terms and conditions of this Agreement may be amended at any time only by the mutual written agreement of the parties hereto.

IN WITNESS WHEREOF the parties hereto have executed this Agreement the day and year first written above.

NAME 1

NAME 2

Employer:

Employee:

Accepted by:

IMPORTANT DETAILS TO INCLUDE IN AN AD

1. Specific work timeframes: (i.e. part-time, full-time, live-in, time of day, weekdays and/or weekends).
2. State your gender: or, if personal care is involved, that of the attendant you prefer (the Human Rights Commission would be likely to uphold this as a bona fide qualification. You can apply to the Commission prior to advertising to receive approval to advertise for an employee of a particular sex).
3. Describe duties: (e.g. to assist with personal care, household management, cooking, etc.).
4. Wages and/or conditions: of employment (e.g. room, board, plus income of \$7.00/hr., weekends required, etc.).
5. Qualifications: To reduce the number of unqualified applicants you could also include:
 - Level of education/training required
 - Past work experience required
 - Specialized skills
 - Personality traits
6. How To Apply: Include phone/address and or email for reply.
 - To provide further information for applicants
 - To screen callers

(Note: you are trying to market this position, so try to keep it simple, clear, and accurate)

THINGS TO CONSIDER WHEN WRITING AN ADVERTISEMENT

1. Risk of releasing address or telephone...
2. Ability to answer telephone and take down information...

Options:

- a. Provide alternate number where messages can be left.
- b. Instruct applicants to leave a message on voice mail. (This way you can take your time taking down information and calling applicants back.)
- c. Provide a postal box to which applicants can send a resume.
- d. Request applicants to contact you by email.

(Note: traditional mail service will take longer to receive applications)

WHERE TO ADVERTISE

- City newspapers
- Area newspapers
- Newsletters
- Schools, colleges and universities
- Community billboards
- Employment agencies
- Social service agencies
- Web sites
- Word-of-mouth (co-workers, friends, family, etc.)
- Email

THINGS TO CONSIDER WHEN CHOOSING YOUR MEDIUM OF ADVERTISEMENT

Cost

It will cost money to advertise in the newspaper. Generally the newspaper charges by the word, which could limit your ability to adequately describe the position. This may result in a low number of applicants, or a number of unqualified applicants. In contrast, the HRDC Job Bank is free, gives you the opportunity to tailor your ad to the specific job, is easy to fill out, and targets a large audience.

Audience

Each medium will target a different audience, from a very broad group to a very specific one. After evaluating your needs and life style there may be a particular audience you

want to target, i.e. students will have a different lifestyle from the currently unemployed or those looking for a second job.

Timing

Although generally you are unable to control the time at which you need an attendant, there may be more opportune times to place your ad. For example, late in December may not be the best time, but perhaps the middle of January. If you are planning to target a particular group it may be helpful to consider their schedules or patterns when advertising. Also, the length of time you run your ad may affect the number of people who apply.

Location

Where is the advertisement is going to be seen? For example, if you advertise on the web, you may have applicants from other cities or towns, provinces, or countries. Similarly, posting at a school may cause you to have a number of applicants who rely on public transportation for travel, affecting their ability to be punctual or the hours they are available. This may affect when applicants are available to start, their living arrangements, and complications for scheduling an interview.

EXAMPLES OF JOB POSTINGS

1. Newspaper

Young male with physical disability needs live-in and part-time assistance for personal care and household management. Must have valid driver's license and be capable of heavy lifting. Wage negotiable. Leave message at 555-1234.

NOTE:

- Request cost information.
- Specify under which category of the classified section (remember your target group and that they may not read DOMESTIC HELP ads).
- Highest exposure day is usually Saturday or Sunday.
- A bold, darker type heading catches attention.
- Check the "Work Wanted" section for potential attendants.

Bulletin Board Postings

When posting on bulletin boards try to centre your notice at eye level. It is important to follow the rules for posting so that management does not remove them. Sometimes, notices are removed after a certain number of days and so you will have to renew them. If you are

mailing or emailing bulletin board ads they should be accompanied by a memo, such as the one below:

Please post the enclosed (attached) on your bulletin board and, if possible, distribute it to interested people. Your assistance is sincerely appreciated. THANK YOU.

The same procedure can be followed if you wish to have your advertisement distributed by email or posted on a list serve. It is important to establish the appropriate individual to send the posting to, ensuring that it is indeed posted.

HRDC Job Bank Posting:

Job Profile

Advertisement number: 547117

Title: Home support worker (Weekends) (NOC: 6471)

Terms of Employment: Permanent, Part Time, Weekend

Salary: To be negotiated

Anticipated Start Date: As soon as possible

Location: Halifax, Nova Scotia (1 vacancy)

Skill Requirements:

Education: Completion of high school

Credentials (certificates, licenses, memberships, courses, etc.): First Aid Certificate, Cardiopulmonary Resuscitation (CPR) Certificate

Experience: No experience

Languages: Speak English, Read English, Write English

Type of Clientele: Physically disabled, Female

Generic Skills: Computer use

Other Information: Home Support Worker for a female with a severe physical disability. Non-smoking environment. Duties include personal care and housekeeping; accompaniment on outings. Lifting involved. Able to handle a wheelchair. Good communication skills and basic computer knowledge required. Criminal Record Check. Salary is \$912.00 per month. Hours of work are from Friday 4:30pm to Sunday 4:30pm. includes sleep hours.

Employer: Confidential

How to Apply:

By Phone between 9:00 and 17:00:

By E-mail:

Advertisement number: 546841

Title: Personal care attendant (& DOMESTIC WORKER - LIVE-IN) (NOC: 6471)

Terms of Employment: Permanent, Full Time

Salary: \$22,000.00 yearly for 40 hours per week
Anticipated Start Date: As soon as possible
Location: Dartmouth, Nova Scotia (1 vacancy)
Skill Requirements:
Education: Not Applicable
Credentials (certificates, licenses, memberships, courses, etc.): Driver's License
Experience: No experience
Languages: Speak English, Read English, Write English
Other Information: To care for an adult male. * NON-SMOKING ENVIRONMENT *
Housekeeping duties required.
Employer: Confidential

How to Apply:

By Phone between 9:00 and 17:00:
Advertised until: 2003/10/31
Terms of Employment: Casual, Part Time, Shift, Weekend, Evening.
Salary: To be negotiated
Anticipated Start Date: As soon as possible
Location: Dartmouth, Nova Scotia (1 vacancy)
Skill Requirements:
Education: Completion of high school

Credentials (certificates, licenses, memberships, courses, etc.): First Aid Certificate,
Driver's License
Experience: 1 - 2 years
Languages: Speak English, Read English, Write English
Type of Clientele: Physically disabled, Female
Type of Living Arrangements: City

Specific Skills: Prepare, cook and serve meals, Plan menus for special diets, Launder
clothing and household linens, Perform light housekeeping and cleaning, provide
personal care.

Generic Skills: Speaking and listening skills, Problem-solving skills, Planning and
organizing skills, Working with others, Reading skills, Writing Skills.

Other Information: Looking for Support Person for young woman with special needs
living in her own home in Cole Harbour, Dartmouth. Family type team. Must have car.

Employer: Support Services Group Co-operative Ltd

How to Apply:

By Mail: 22-24 Dundas St. Suite 100
Dartmouth, Nova Scotia B2Y 4L2

By Fax: (902) 461-0196

By E-mail: brenouf122@hotmail.com

Business Profile: not-for-profit co-operative of persons living with disabilities in self managed living that allows maximum freedom and dignity.

RECRUITMENT AND SELECTION OF ATTENDANTS

1. Candidate Selection

- Sift through resumes and cover letters with help from a scoring sheet that is based on the needs assessment that you have done
- Narrow down the applicants to five first-round picks
- Do pre-interviews by phone to ensure continued interest and availability, and schedule interview during that conversation if you wish

2. Conducting the Interview

- Schedule interviews with enough space between them that you are able to finish one, and have some time before the next interviewee arrives
- Arrange to have someone else sit with you on the interview panel
- Take care in arranging the environment in a welcoming way
- Explain to each interviewee how the interviews are being conducted; that everyone is being asked the same questions, that notes will be taken by panelists, etc.
- Take copious amounts of notes that are factual and not editorial in nature
- Follow slate of interview questions but don't be afraid to probe for answers (ask additional questions if necessary)
- Be careful to not attribute characteristics, job experience or skills to the candidate that are not apparent (e.g.; don't assume that the person has had experience with colostomy bag usage because they have attendant care experience)
- Ask for a list of three references

3. Conducting Reference Checks:

- Do not skip this important part of the hiring process
- Do standardized reference checks based on the needs assessment, interview questions, etc.
- Do not attribute importance to non-answers (e.g.; a referee's assumption that the person is a good problem-solver without providing supporting evidence)
- Make your hiring decision based on information gathered throughout the hiring process

4. Hiring the Successful Candidate

- Announce your hiring decision to the winning candidate before anyone else (if they decline you might need a second choice)
- Tell the unsuccessful interviewees that you have hired someone else after the winning candidate has accepted the offer
- Write a letter of offer and have the employee sign it in agreement to the stated terms

5. Tips for the Employer on Interviewing and Hiring

As an employer, you need to know if potential employee

- **CAN** do the job
- **WILL** do the job

In Preparation for Hiring...

- Do a job analysis (needs assessment)
- Prepare a job description and job posting
- Ask at least one person to sit on the interview panel with you
- Prepare a score sheet for resumes
- Put together a slate of interview questions that each candidate will be asked
- Compile a reference check questionnaire
- Use the job analysis or needs assessment as a basis for the job description, job posting, interview questions and reference check questionnaire
- Base your hiring decision on the information you gained through the ENTIRE hiring process

6. Tips for Preparing Interview Questions:

- Try to build a rapport with the interviewee before the interview begins by asking whether he/she would like a cup of coffee, or if he/she had trouble finding a place to park.
- Begin the interview with general questions that will help put the interviewee at ease.
 - Ex: *Tell us about yourself.*
- Ask a variety of the following types of questions throughout the interview
 - **Situational questions** (What would you do...?)
 - **Behavioural questions** (Tell us about a time when you...)
 - **Knowledge-based questions** (How does one perform CPR?)
 - **General, open-ended questions** (What are your employment-related goals?)
 - **Motivational questions** (Tell us about a time when you took it upon yourself to...)
 - **Resume-related questions** (I read on your resume that you...what did you like most about that job?)
 - **Holistic questions** (Tell us how your training, skills and experience have prepared you for this job.)

7. Other Interview Considerations

- Try to make the interview location a comfortable one:
 - Have coffee, tea or water available for the interviewees if possible.
 - Carry out the interviews in a location that does not have a lot of distractions

- It is preferable for the interview panelists and interviewee to have a table nearby for them to write on, place a glass of water on, etc.
- Try to hold the interviews in a room that is proportionate to the size of the group, including wheelchairs, guide dogs, etc.

8 . Making An Offer to Hire

Do not settle:

- Extend the deadline for applications if your job advertisement has not attracted candidates with the skills and experience you are looking for.
- It takes the same amount of time and effort to hire the wrong candidate as it does to hire the right one but much more to terminate the wrong candidate and go through the process all over again.

Announce your hiring decision to the winning candidate and make sure they have accepted your offer before you tell anyone else:

- No one likes to think that he only got the job because someone else did not want it
- Contact everyone you have interviewed by telephone, letter or both to advise them that you have hired someone else.
- Be honest with interviewees if they ask for your feedback on how they did in their interview.

Present a written offer of employment to the winning candidate:

- Include the details of the offer (hours per week, salary, length of contract, etc.)
- Require the new employee to sign and date the document if she accepts the terms of employment
- Ensure that you and the employee each have a copy of the agreement once it is signed.

MAKING AN OFFER TO HIRE: SAMPLE LETTER

Independent Living Resource Centre, HRM
2786 Agricola Street, Suite 2112
Halifax, NS B3K 4E1
453-0004 (T) 455-5287 (F)
email: mrcil@hfx.eastlink.ca

April 23, 2003

XXXXXXXXXXXX
XXXXXXXXXXXX
XXXXXXXXXXXX

Dear XXXX:

I am pleased to confirm your appointment as Self-Management Trainer, effective April 22, 2003.

This is a short-term position requiring 30 hrs/wk for up to 40 weeks. You already have a copy of the job description. I have enclosed a copy of the centre's personnel policy.

The wage for the position is \$x/hour plus Canada Pension and Employment Insurance. You will be paid every two weeks. Xxxxxx, our bookkeeper, can discuss further payroll details with you on Wednesday.

Please indicate your agreement to these terms of employment by signing below.

XXXXXXXX XXXXXXXX

We look forward to having you join our team at the Independent Living Resource Centre.

Yours truly,

XXXXXXXXXXXXXXXXXXXX,
Executive Director

Encl. Personnel Policy

cc.xxxxxxxxxxxxxxx

