
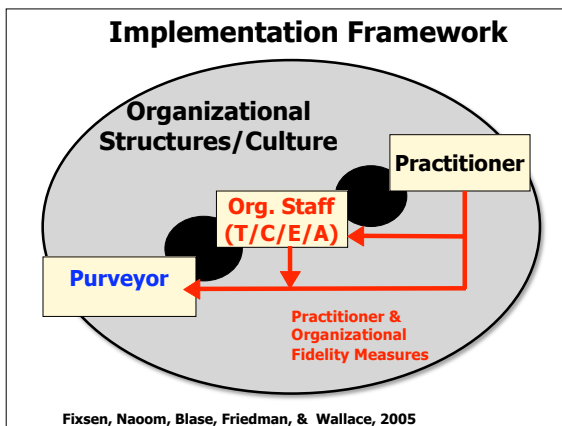
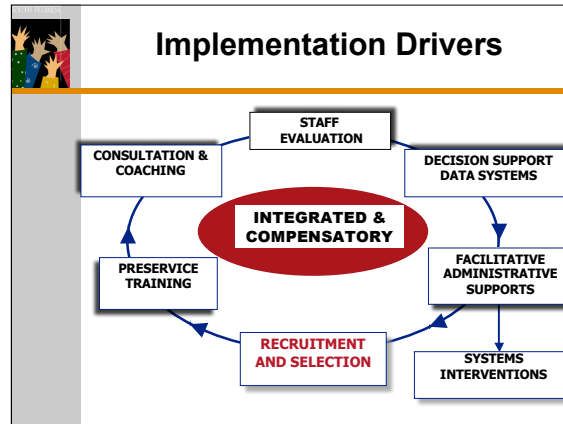


Selection As An Implementation Variable


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- ## Points of Selection
- **Practitioners**
The active change agents
 - **Organizational Staff**
Trainers, Supervisors, Evaluators, Administrators
 - **Purveyor Staff**
Those who assist new sites with program installation and implementation




What the Literature Tells Us

Overall More Research is Needed Regarding Selection Processes and Outcomes in Relation to


- Implementation Outcomes
- and Intervention Outcomes

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- ## What We Know Based on Data
- Practitioners employed during intervention research ≠ practitioners in typical service settings (Agar & O'May, 2001)
 - Business meta-analysis results (McDaniel et al., 1994) related to employee work outcomes:
 - education and background
 - exchange of information
 - role play/behavior vignettes



What We Know Based on **Data**


- Education and Background may matter (Olds et al., 2002)
- “Performance” assessments (e.g. role play/behavioral vignettes) during interviews may be helpful (Maloney et al., 1977; McDaniel et al., 1994)



What We Know Based on **Practice**


Selecting **New** Practitioners

- Staged interview process
- Assessment of “philosophical fit”
- Skill assessment
- Receptivity to changing behavior
- Ability to change behavior
- Select for “unteachables” that can’t be compensated for by other Implementation Drivers



What We Know Based on **Practice**


- Use of interviewers who understand the skills and abilities needed and can assess applicants accurately.
- Feed forward of strengths and weaknesses to training staff & supervisors
- Feedback from exit interviews, training data and staff and outcome evaluation data to improve selection processes



What We Know Based on **Practice**

Working with **Current** Practitioners


- Some EBP’s accept “all staff”
- Some EBP’s take only “new staff”
- Some engage in a Mutual Selection and Choice process
 - Re-Interview for Positions
 - Best when there is not a “penalty” for not being selected



What We Know Based on **Practice**

Selecting Organizational Staff (e.g. Trainers and Coaches)


- **Preference for Former Practitioners**
 - EBP content is known
 - Learning new role and skills related to the new role can be the focus



What We Know Based on **Practice**

Selecting Purveyor Staff

- Different skill sets than researchers
- Preference for former practitioners, trainers, coaches, etc.
- Often use “active agents of change” from the ebp with themselves
- Change agent and business skills added to knowledge of the ebp



Challenges to Effective Recruitment and Selection

- Pay Scales relative to Job Stress and Satisfaction can reduce selection pool
- Skill of the workforce “floor” is too low given the above
- Ability to pay for Implementation Drivers (training, coaching) that help compensate for knowledge, skills and abilities not present at point of hire
- Need to work with all existing staff


For More Information

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