Selection As An Implementation Variable

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Implementation Framework

Organizational Structures/Culture

Practitioner

Org. Staff (T/C/E/A)

Purveyor

Practitioner & Organizational Fidelity Measures

Fixsen, Naoom, Blase, Friedman, & Wallace, 2005

What the Literature Tells Us

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

• Implementation Outcomes
• and Intervention Outcomes

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

Implementation Drivers

CONSULTATION & COACHING

DEPARTMENT SUPPORT

DATA SYSTEMS

FACILITATIVE ADMINISTRATIVE SUPPORTS

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RECRUITMENT AND SELECTION

STAFF EVALUATION

DECISION SUPPORT

INTEGRATED & COMPENSATORY

PREVENTIVE TRAINING

SYSTEMS INTERVENTIONS

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

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### What We Know Based on Data

- Education and Background may matter (Olts 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

#### 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

#### 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

#### 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
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

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http://nirn.fmhi.usf.edu/resources/publications/monograph

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