



Project REACH Process Document
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Project Overview

Project REACH (Resources and Education for the Advancement of Careers at Hopkins) is an Incumbent Worker Career Acceleration Program funded by the Department of Labor. This project is designed to help current Johns Hopkins Health System (JHHS) employees acquire the skills and knowledge to fill vacant healthcare occupations with a focus on those that are experiencing critical and chronic shortages. A few features of this program include: assessments of basic skills and career interest for all applicants, the assignment of career coaches, and salary release support for most participants (only for those pursuing school full-time – 12 credits/semester).

Eligibility

1. Current JHHS employee with full-time employee status (full-time as defined by department or affiliate not to go below 30 hrs/wk)
2. Full-time permanent employment for at least one year prior to submission of application
3. Completed Project REACH application and manager recommendation form
4. Not in active discipline – employees must remain in good standing all throughout the Project REACH process
5. Must be actively employed (physically present and able to perform their job duties) in their department at all times
6. U.S. citizen or permanent resident

Programs under REACH

1. Accelerated GED*:
 - a. Coursework provided by the Skills Enhancement Program (contact Barbara Edwards) and designed to prepare employees to pass the GED exam and earn their high school diplomas.
** Arrangements for this program can be arranged for divisions/affiliates not located near the East Baltimore location*
 - b. Participation can be through self referral or manager recommendation
 - c. Classes are 12 hrs/wk, and will meet consistently throughout 2005.



- d. The employees time in this course (up to 12 hours away from the job) will be supported through a salary release provision (**managers please refer to appendix A**)
 - e. The employees in this course will be assigned a career coach (**see appendix B**)
 - f. Employees in this program will be required to fill out a service agreement (**see appendix C**)
 - g. Those employees who successfully pass the GED test and earn their high school diplomas are eligible to apply for additional skills based training to fill open hospital positions.
2. Business Skills Training *:
- a. Seminar provided by HCDI International (contact A.J. Sanders) is designed for those employees identified by their managers as having high potential for employment success, but are at-risk for serious disciplinary action or termination due to poor performance
** Arrangements for this type of seminar can be arranged for divisions/affiliates not located near the East Baltimore location*
 - b. Participation is ultimately determined by manager recommendation
 - c. Meeting times at the East Baltimore location:
 - i. Wednesdays & Thursdays from 8:30 am – 4:00 pm for 3 weeks/month
 - ii. There is a class each month starting 12/04 – 12/05 for a total of 13 classes
 - iii. Class size: 12 – 15 students
 - d. The employees' participation in this seminar (16 hours away from the job) will be supported through a salary release provision (**managers please refer to appendix A**)
 - e. The employees in this seminar will be assigned a career coach (**see appendix B**)
 - f. Employees in this seminar will be required to fill out a service agreement (**see appendix D**)
 - g. After the three-week seminar, the employee returns to current department; the career coaches will call supervisor monthly to see how employee is performing on the job; after 90 days of successful supervisor reviews the employee may start the process for skills enhancement, training, and/or bidding for other jobs (if applicable)
3. Skills Enhancement:
- a. Employees who need additional support to boost their basic skills in order to meet minimum training or job requirements within the Health System



will be referred to the Skills Enhancement Program* (contact Barbara Edwards).

**Arrangements for these services can be arranged for divisions/affiliates not located near the East Baltimore location*

- i. Employees will participate in structured classes or tutorials on their own time
 - b. Employees may also sign up to work on PLATO an individualized computer based skill development program. The Project REACH computer room is available Mondays – Thursdays from 8:00 am – 7:00 pm, Fridays from 8:00 am – 5:00 pm, and Saturdays from 10:00 am – 3:00 pm.
4. Individualized Educational/Training Plans
- a. Employees will work with a pre-assigned career coach to develop an educational/training plan based upon current openings, employee interest and assessment results, and availability of training providers.
 - b. Meetings with the Career Coaches must be consistent, and employees should bring any additional information about their educational and work experiences.
 - c. Plans can include (all receive 16hrs of salary release support)
 - i. Enrollment in college degree program: full-time -24 credits/year in order to receive 16 hrs of release (see appendix C)
 - ii. Enrollment in customized training: customized training providers will schedule an initial interview/information session with the hiring department and employee(s)
 - iii. Apprenticeships or on-the-job-training (OTJT)
 1. formal or informal: may require some classroom-like instruction, as well as, specific hands-on training
 2. will require a competencies listing for the position from the department & career coaches will periodically call OTJT trainer to see how employee is faring in training
 3. employee(s) will work in current department for 24 hrs/wk, and train in new job for 16 hrs/wk – after a certain amount of time predetermined by the hiring department & trainer (and based on performance during training), if training is successful can fully move into new position.
 - h. To receive 16 hours of salary release support through Project REACH employees: work out a schedule with their current department that will accommodate the 16 hours away from the job, must be enrolled in and consistently attend the training program full-time as determined by the



training provider, maintain a regular meeting schedule with their career coach, and must remain an employee in good standing with their department throughout training.

Process Flow

Application:

1. Applications can be picked up from the following locations:
 - a. 550 Building 4th Floor - Suite 401
 - b. Call 502-2200 for email or faxed versions of application
 - c. JHHS Human Resource Service Center – Phipps 4th Fl
 - d. For employees employed by Bayview, Home Care, Howard County General Hospital, Community Physicians; please see the Human Resources offices for those divisions
 - e. Project REACH website: www.hopkinsmedicine.org/jhhr/REACH
2. Process begins with completed employee application and manager recommendation form (please answer all questions on employee application).
3. Those completed applications should be reviewed and compared against employee files/records to confirm employee work performance.

Scheduling Assessments:

4. Once both forms have been received and recorded by the Project REACH office, the employee will be contacted by one of the following: an assessment facilitator, career coach, or office staff assistant to schedule an assessment.
 - a. The assessments will be scheduled on the employee(s) own time – there is no release time for the assessments.
 - b. Employees can also call the Project REACH office at 502-2200 to check on the status of their application and/or schedule an assessment (if all documents have been received).
 - c. Arrangements for divisions/affiliates not located near East Baltimore are coordinated through the HR offices and can be conducted on site.
5. All employees will be assessed for basic skills and career interest
 - a. Assessments used include, but are not limited to:
 - i. Wonderlic (timed/paper & pencil)
 - ii. CASAS (timed/paper & pencil)
 - iii. CareerScope (un-timed/computerized) or VR2 (un-timed/paper & pencil)

Questions? Please contact Project REACH Office at 502-2200



- iv. Quiz Reveal (un-timed/computerized)
- b. Everyone will be administered the CASAS, CareerScope, and Wonderlic. The assessments can take up to 1 hour and 30 minutes to 2 hours depending on an employees comfort level with the computer.

Assessment Results

- 6. Once the assessment results have be tabulated and recorded those employees who require skills enhancement will be contacted by an assessment facilitator, and will be referred to skills enhancement and the use of PLATO:
 - a. Skills Enhancement & PLATO: employees referred to Skills Enhancement or the use of PLATO must schedule their sessions on their own time, and should work closely with the appropriate skills enhancement instructor to boost their skills.
 - b. Once their skills have met the minimum standards for employment within the Health System, the employee will be referred back to a career coach who will continue to work with them on their next steps.
- 7. The names of those employees who have been assessed and can move forward to training will be shared with their departments.
 - a. For those departments with multiple employees interested in this initiative, the departments should inform the Project REACH staff of which employee has priority to start training, which will keep any one department from losing all of their staff at once.
 - b. Based on the department response, employee(s) will be contacted by a career coach to schedule a series of meetings that will result in an individualized educational/training plan, and their enrollment in a training program.

Departmental & Training Information Sessions/College Readiness Seminars

- 8. Departmental & Training Information Session
 - a. An opportunity to meet with the departments that have agreed to work with Project REACH to fill their vacancies will be scheduled (with department approval) for:
 - b. Employees to learn more about positions they find of interest (will ensure that they truly understand the requirements of the job)



- c. The department management to see/meet those employees interested in transferring to their departments once they have successfully completed training
- d. This may take place in conjunction with a meeting with the training provider (customized training or apprenticeship/OTJT)
- 9. College Readiness Seminars
 - a. Employees must meet regularly with career coach to develop the listing of classes that will comply with their individualized training plan.
 - b. Offered for all candidates going into educational training (especially for first-timers)
 - i. Topics include, but not limited to:
 - 1. time management (school, work, family)
 - 2. study skills
 - 3. note-taking (lecture ,textbook, etc.)
 - 4. on-line course preparation
 - c. will take place if not prior to classes, within the first few weeks

Official Paperwork for Project REACH support

- 10. For all training (see appendix C & D)
 - a. A service commitment contract must be signed by each employee who is supported through this Project. The completion of this stage officially enrolls employees as participants in Project REACH.
 - i. If employees start training and receive salary support before signing the contract they will be held to all of the provisions listed in the contract.
 - ii. Each subsequent semester the employees are required to provide the tuition assistance form and their bill, but will not need to sign another service commitment contract.
 - b. For college training
 - i. Employee(s) must meet with their career coach & provide the following:
 - 1. Completed tuition assistance forms (& advancement form only for JHH) – employees must have a minimum of 12 credits to receive salary release support
 - 2. A unofficial college bill or invoice
 - 3. This must be done prior to committing to a college program



4. Courses are paid by the regular tuition plan offered through benefits (represents JHHS in-kind contribution)
 - i. At the end of the term employees must submit their grades (on school letterhead) to their benefits office and to their career coach.
- c. For customized training
 - i. Employee(s) must meet with their career coach, and participate in the departmental & training information session
 - ii. Confirmation of attendance will be secured through the career coach
- d. All of the above (tuition & bill information for college training & information session attendance confirmation for customized training) must be received prior to the service commitment contract signing or brought to the service commitment contract signing meeting.
 - i. The contract is signed by employee, current department manager/director, & VP of HR/Project REACH (copies will be provided for all parties)
- e. Once these items have been filled out the employee's current department will receive a letter with instructions (include acct #) to charge the 16hrs of salary release (salary release doesn't cover summer or winter session course work).

Completion (or near completion) of Training

11. Employee(s) will have an opportunity to attend Career Services sponsored seminar on resume writing, interviewing skills etc.
 - a. Employee(s) will have another opportunity for the employee to meet with hiring department
 - b. Employee officially bids for new position
 - i. In some cases this will be a formality since prior to employee entering training the hiring departments agreed to work with Project REACH to hold/reserve some of their open positions for those participant who successfully completed training

Successful entry in new position

12. Goals of the grant as a result of training
 - a. New job should represent an increase in salary

Questions? Please contact Project REACH Office at 502-2200



- b. Those employees in declining jobs retrained for emerging jobs
- c. Trained employees ready to fill skilled healthcare occupations
- d. Employees requiring skills enhancement received such service and now possess the minimum basic skill qualifications to begin training or bid for new jobs
- e. Accelerated GED participants have acquired their high school diplomas
- f. Business skills seminar participants have improved their work performance over a sustained period of time
- g. Through backfill process continue to support the local community by providing employment opportunities

13. JHHS Goals

- a. Grow our Own
- b. Support and help employees enrich their lives through training/educational opportunities
- c. Support departments/occupations in need of trained employees