

## RAMSEY COUNTY DWP/MFIP/SNAP POLICY MEMO

**DATE ISSUED** March 1, 2016

**TO** Ramsey County Workforce Solutions DWP/MFIP/ SNAP Employment Services Providers

**FROM** Kate Probert Fagundes – DWP/ MFIP/ SNAP Employment Services Division Manager

**SUBJECT** Motivational Interviewing and Coaching for Employment

**PURPOSE** Provides guidelines on training and practice circle requirements related to *Motivational Interviewing* and *Coaching for Employment* techniques that are used for guiding client self-determination from dream to goal achievement.

**BACKGROUND** *Motivational Interviewing (MI)* is an evidence-based best practice technique used to help facilitate the change process. While using MI techniques, Employment Counselors (EC) use guided dialogue and the principles of compassion, autonomy, acceptance, collaboration, and evocation to help ES program participants to uncover their internal motivation towards personal change.

*“Motivational Interviewing is a collaborative, goal-oriented style of communication with particular attention to the language of change. It is designed to strengthen personal motivation for, and commitment to, a specific goal by eliciting and exploring the person’s own reasons for change within an atmosphere of acceptance and compassion.”*

–Stephen Rollick and William R. Miller, Sheffield, UK, 2011

Three fundamental MI principles present during the beginning *stages* of the change process:

- Expressing Empathy (**Pre-contemplation**)
- Amplifying Ambivalence (**Contemplation**)
- Supporting Self-determination; self-determination is an inherent drive within all human beings (**Preparation**)



**Coaching for Employment (Coaching)** is an emerging best practice technique used to help guide a person into, and through the latter goal setting *stages* of change: **Preparation, Action, and Maintenance**. While using Coaching techniques, ECs use principles of person-centered, relationship-based, and goal driven.

*“Coaching directs behavior, energizes, and encourages persistence.”*

- Peg Dawson and Richard Guare, NY, NY 2012



- PCG's Human Services Coaching Framework™

Three fundamental Coaching principles used during the action-based and goal setting stages of the change process:

- Guiding Self-determination- steer toward participant’s dreams using coaching language and assessments such as My Bridge of Strength (**Preparation**)
- Unleashing Power- the “can do” is translated into SMART goals using tools such as Goal Action Plan/GAP (**Action**)
- Encouraging Persistence- support and reward progress and outcomes (**Maintenance**)



\* Reminder-- stages of change are not linear, but rather, circular. A participant could repeat various stages depending on their current situation and the specific goals they are working on achieving. Furthermore, MI, Coaching, MBS, and GAP are all tools that are part of the collective Employment Services’ Toolbox. ECs use the techniques and tools as they see a fit for the unique participant and distinct situations.

## PROCEDURES

### MI and Coaching Training and Practice Circle Expectations:

1. All DWP/MFIP/SNAP ECs must receive an Introduction to MI training. Training must be received within the ECs first six months of getting hired. Introduction to MI training are periodically provided free of charge by the State of Minnesota Department of Human Services (DHS); training notifications are found under the Income Maintenance and Employment Services tab at the TrainLink website: [http://www.dhs.state.mn.us/main/idcplg?IdcService=GET\\_DYNAMIC\\_CONVERSION&RevisionSelectionMethod=LatestReleased&dDocName=training](http://www.dhs.state.mn.us/main/idcplg?IdcService=GET_DYNAMIC_CONVERSION&RevisionSelectionMethod=LatestReleased&dDocName=training)  
Christine Smith [Christine.Smith@state.mn.us](mailto:Christine.Smith@state.mn.us) is the DHS contact.

Workforce Solutions (WFS) also periodically provides Intro to MI training. Notifications will be sent by WFS via the *WS-ESProviders* e-mail group.

ES Providers may also choose to use their own MFIP staff development money to pay for training at a local college or training institutions such as Minneapolis Community Technical College (MCTC) Community Education. The MCTC website: <http://www.minneapolis.edu/Educational-Programs/What-is-Your-Goal/Career-and-Technical-Education.html>

2. All ECs must also receive the WFS customized combined Introduction/ Intermediate Coaching Training. Training must be received within the ECs first six months of getting hired. WFS will periodically provide this training and notices will be sent via the *WS-ESProviders* e-mail group. Copies of the training video and materials are also available under the MFIP Provider Resources tab at the Ramsey County website: <https://www.ramseycounty.us/your-government/departments/economic-growth-and-community-investment/workforce-solutions> The video and materials are support resources which do not replace the requirement to attend the Intro/Intermediate Coaching Training.
3. Both trained MI and Coaching ECs are expected to participate in bi-monthly practice circles. ES providers are responsible for hosting their own practice circles; smaller ES providers may request to join other agencies' practice circles. It is suggested that practice circles be no larger than 14 (one MI Coach and 13 staff).
  - a. Practice circles can be combined i.e. MI and Coaching topics are practiced alternatively (MI and Coaching circle meets January, March, etc.) with interchanging techniques practiced during alternative meeting months.
  - b. ES Providers could also choose to host two different circles E.g. MI circle meets in January and Coaching circles meet in March, etc.
  - c. MI practice circle time must be led by a trained MI Coach.
    - i. Every ES Provider must, at all times have a minimum of one trained MI Coach on staff. MI Coach training are offered periodically by DHS, WFS, and MCTC, details about these training are the same as listed in the above step Number 1. MI Coaches are responsible for deciding MI practice topics and supplying MI practice materials.
    - ii. Many trained MI Coaches opt to take MI Coding training. MI Coding is not required, nor is the subsequent practice of MI Coding with staff, but WFS strongly supports MI Coding activity efforts.
  - d. Coaching practice circle time must be led by a Coaching champion. Coaching champions do not require any additional formal training to lead their peer group through designated Intro/Intermediate practice materials.

- i. ES Providers may have additional Coaching champions to lead the WFS provided Coaching practice circle time activities, or they may choose to have the MI Coach lead both series of topics and techniques.
4. Coaching champions have also been self-identified and supervisor approved to become “Coaching Train the Trainer.” Train the Trainer Coaching champions will learn techniques of adult learning and how to train peers, etc. They will then take on the leadership role as “Coaching Train the Trainer,” and co-facilitate future WFS Intro/Intermediate Coaching Training. Details about this process will be share by WFS to Coaching Champions and their supervisors via the *Coaching Champions* e-mail group.
5. Coaching champions will also be responsible for disseminating bi-monthly Coaching tips; tips provided by WFS via the *Coaching Champions* e-mail group.

**MATERIALS**

All Coaching materials will be made available under the MFIP Provider Resources tab at the Ramsey County website: <https://www.ramseycounty.us/your-government/departments/economic-growth-and-community-investment/workforce-solutions>

**ACTION**

Ensure all staff have reviewed the contents of this memo; have received, or have plans in the near future to receive, the required MI Intro and Coaching Intro/Intermediate training. Ensure that every ES Provider has existing MI and Coaching practice circles and the appropriately identified and trained practice circle time leads.

**WFS CONTACT**

Your Agency Planner