

FAIR FUTURES PROGRAM MANUAL

SECTION 7

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PART 2: FAIR FUTURES COACHING MODEL

(9TH GRADE THROUGH AGE 26)

SECTION 7. JOB DESCRIPTIONS & SCREENING/HIRING COMPETENT STAFF

A. STAFF ONBOARDING

Once a new Fair Futures staff is hired, they should follow the **Onboarding Process** (in addition to an onboarding process your organization follows). This includes an initial Fair Futures Orientation/Onboarding, and all the steps to take. See [Appendix C18: Onboarding Process For New Staff: 6 Steps-2-Success](#).

B. KEY PROGRAM STAFF*

The key program staff for the Coaching component of the model (9th grade through age 26) includes, at scale:



Program Director



Coaches
(1:15 ratio)



Coach Supervisors
(1:4 – 1:5 ratio)



College Specialist



Tutors
(During high school)



Housing Specialist



Career Development Specialist



Outreach Coordinator**

* In the **expansion to juvenile justice**, we will initially serve youth who are in **9th grade (or so) through age 21 (for MAAP) and 23 (for Close to Home)**, though we hope to secure funding so that we can extend the model to those age 26, as we have with the core foster care model. Secondly, Coaches serving youth involved in juvenile justice will have **smaller caseloads** (closer to 1:8-12). Also, most programs will staff an **Education & Career Specialist** (rather than College, Housing, and Career Development specialists) during the pilot phase. We will use this time to learn from the pilot and understand if/how the Key Program Staff recommendations may evolve.

** A best practice is also to have an **Outreach Coordinator** help recruit young people to the program who have not engaged (or who have disengaged). Ideally, this should be a young person who was previously system-involved so that they can serve as a **Credible Messenger**.

The relationship between the Coach and the young person is the central component of the model. Without a trusting relationship, the Coach cannot help the young person set and achieve their goals, and the Coach will not be the person that the young person turns to when they need assistance. **The relationship between the Coach and the young person is both the backbone and the glue to the model, and what often drives youth progress.**

The **interpersonal qualities of Coaches and all Fair Futures staff**, and the specific approaches they take to engage with young people, **are paramount to the success of the program**. When hiring for any Fair Futures staff position screen for interpersonal skills first, before screening for professional or organizational skills.

All Fair Futures potential staff should have the following interpersonal qualities:

- ☐ Ability to adopt a non-judgmental, strength-based, trauma-informed, collaborative approach to working with young people
- ☐ Genuine care for young people and a love of working with them
- ☐ Strong ability to relate to young people and engage them in conversation
- ☐ Warm, compassionate, and empathetic
- ☐ Believe that change is possible, and be able to express genuine care while maintaining healthy boundaries
- ☐ Ability to remain calm during moments of tension and in stressful situations
- ☐ Consistent, patient, and reliable

It can be difficult for adults to screen for some of these qualities, particularly for how well they would be able to engage young people. Therefore, it is strongly recommended – and a best practice – **to have a young person present on interviews, particularly with Coaches**. Young people have a radar, an innate sense as to whether that adult genuinely cares.

TIP! See [Appendix A Fair Futures Staff Screening & Hiring Toolkit](#) for guidance on how to prepare young people and listen to their feedback, as well as a list of other best practice hiring/screening tips.

After screening for interpersonal and Fair Futures-specific qualities, there are other educational and professional requirements, depending on the specific staff position. A full job description and hiring/screening techniques for each position can be found in [Appendix A Fair Futures Staff Screening & Hiring Toolkit](#).

For each Fair Futures position, the Fair Futures Staff Screening & Hiring Guide includes:

- An overview of the role;
- A description of desired qualities and competencies for the role;
- A detailed job description, in line with the Fair Futures manual/model;
- A synthesis of best practice screening and interviewing techniques, which have been implemented and refined over decades of combined practice across NYC non-profit organizations that have coaching programs for foster youth.