

FAIR FUTURES PROGRAM MANUAL

SECTION 7

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PART 3: 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**

*ACS funding is only for young people up until age 21.

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 in foster care and received support 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:

- | | |
|--|--|
| <input type="checkbox"/> Ability to adopt a non-judgmental, strength-based, trauma-informed, collaborative approach to working with young people | <input type="checkbox"/> Warm, compassionate, and empathetic |
| <input type="checkbox"/> Genuine care for young people and a love of working with them | <input type="checkbox"/> Believe that change is possible, and be able to express genuine care while maintaining healthy boundaries |
| <input type="checkbox"/> Strong ability to relate to young people and engage them in conversation | <input type="checkbox"/> Ability to remain calm during moments of tension and in stressful situations |
| | <input type="checkbox"/> 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.