Career Ladders and Lattices in Your Peer Organization

Martina Durant and Phil Rainer | October 9, 2023

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Agenda

- **Overview**

- **Key Concepts**

- **Why Ladders, Lattices, and Pathways**

- **Process**

- **California-Based Peer Resources**

- **Performance Evaluation: Programming**

- **Performance Evaluation: Peer Development**

- **Sustainability**

- **Success and Case Studies**

- **Questions**

- **Resources**

Overview

Purpose of Webinar

- To help you understand and strengthen behavioral health (BH) career ladders, lattices, and pathways in peer organizations.

- Review and discuss challenges of and solutions to creating and managing career ladders and pathways in BH peer organizations.

Key Concepts

Career Ladder vs. Career Lattice

Career Ladder

- Vertical (or linear) progression of jobs in an organization's occupational field.

Career Lattice

- Flexible progression of jobs in an organization's occupational field, which can include a combination of horizontal (or lateral), vertical, and diagonal moves throughout an employee's career.

Career Pathways

Alignment of training, education, professional experiences, supports, and services to prepare and expose employees to the skills needed to achieve career growth.
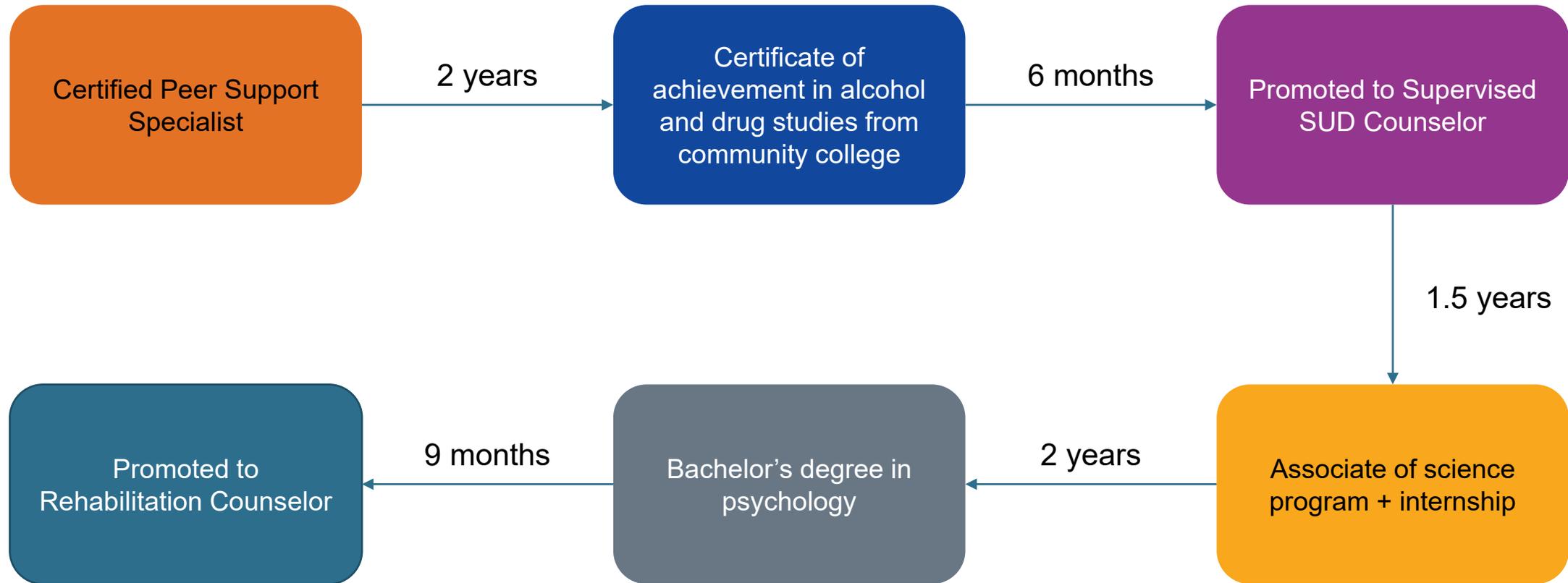
(H.R. 803, 2014)

Career Mapping

The individualized pathway for an employee that reflects timelines, milestones, training, education goals, and other professional experiences the individual will take to achieve growth.

Created in conjunction with the individual's supervisor and supported by their mentor/coach.

H.R. 803, 2014)

Career Map Example

Certified Peer Support Specialist

— 2 years →

Certificate of achievement in alcohol and drug studies from community college

— 6 months →

Promoted to Supervised SUD Counselor

↓ 1.5 years

Associate of science program + internship

← 2 years —

Bachelor's degree in psychology

← 9 months —

Promoted to Rehabilitation Counselor

Career Pathways Challenges and Solutions

Problem: Relatively low earnings, limited opportunities for advancement, and high education costs.

Problem: Advanced clinical skills needed for clinicians who don't want to move into management.

Problem: Entry-level employees, including BIPOC populations, have limited advancement opportunities and resources to pursue them and have a need for supports.

Problem: Smaller organizations do not have the resources to formalize career ladder and pathway management.

Solutions: Offer investments that employees value and that help them expand their competencies for career advancement

- Use nontraditional career pathways:
  - Job rotation
  - Horizontal career paths (career lattices)
  - Encore career paths (those who have retired, or who want to retire and work part-time)
- Offer micro-credentialing
- Create multi-tiered clinical positions and work with licensing board to create certification or licensure

Solution:

- Adopt Project ECHO Model to offer clinical telementoring in BH
- Offer part-time employment
- Offer flexible hours

Solutions:

- Provide career coaching/ mentoring
- Offer micro-credentialing
- Design work-based learning/ apprenticeship models

Solutions:

- Create or join a network/ shared career ladder and pathway platform
- Network with other small organizations to share opportunities and have some reciprocity.

AHP

Why Ladders, Lattices, and Pathways

Four Areas of Impact

Recruitment and Retention

Employee Agency

Diversity, Equity, and Inclusion

Well-Being

Occupational Segregation

Clear wage differences for Peer Specialists exist based on the following categories:

- Gender
- Geographic region
- Type of organization

HHS Region	Female pay	Male pay	Total
1	$16.94	$18.30	$17.37
2	$17.02	$16.63	$16.86
3	$14.25	$15.47	$14.72
4	$14.04	$16.29	$14.83
5	$15.12	$17.59	$16.18
6	$14.59	$17.66	$15.69
7	$12.73	$16.87	$13.44
8	$13.81	$16.51	$14.43
9	$14.14	$17.29	$16.51

California-Based Peer Resources

Sample California-Based Peer Resources

- SAMHSA's National Model Standards for Peer Support Certification [SAMHSA's National Model Standards for Peer Support Certification | SAMHSA](#)
    SAMHSA collaborated with federal, state, tribal, territorial, and local partners including peer specialists to develop the National Model Standards for Peer Support Certification, inclusive of substance use, mental health, and family peer certifications.
- Training for Medi-Cal Peer Support Specialists [Training - CA Peer Certification](#)
    Link to directory of approved training providers for Medi-Cal Peer Support Core Competency Training.

Sample California-Based Peer Resources

California Association of Peer Supporters Academy (CAPS)

California Association of Peer Supporters Academy | CAPS Academy

- CAPS Academy is a California Mental Health Services Authority (CalMHSA) approved Medi-Cal Peer Support Specialist Training that
- prepares peers to take the California Medi-Cal Peer Support Specialist Certification Exam.

Peer Wellness Collective (formerly Alameda County Network of Mental Health Clients)

Medi-Cal Peer Support Specialist Training | CALMHSA Certified Vendor (peerwellnesscollective.org)

- A CalMHSA-certified training vendor offering an 80-hour training program that allows participants to become certified as a Peer Support Specialist in California.

Career Ladders: Three-Part Process

Assess

Plan

Implement

Assessment

Environmental scan of organization's current state

> **Quantitative data collection and analysis**

> **Qualitative data collection and analysis from a diverse group of employees**

Planning

01 Create career ladder/lattice by position, workstream, or department.

02 Design and identify training and development opportunities.

03 Document program offerings, eligibility criteria, and marketing to employees.

Implementation

Communicate ladder/lattice and pathways program offerings.

01

02

Pilot program across multiple years.

Support each employee to map out career path.

03

04

Evaluate program and make needed adjustments to improve outcomes.

Performance Evaluation: Programming

Creating and Managing Career Ladders and Career Paths

1. Update Your Organizational Chart

→

2. Define Job Positions

→

3. Create a Road Map for Each Position

→

4. Identify Training Needs

→

5. Create Training and Development Programs

→

6. Document Your Career Path Program

→

7. Map Each Employee's Career Path

Using Data to Build Career Pathways

01 Quantitative data tells us the "what."

02 Qualitative data tells us the "why."

03 A combination of the data sets creates a strong foundation and framework for career pathways that meet your organization's unique needs

HCS

Metrics

Promotion Rate

Retention Rate

Vacancy Rate

Turnover Rate

Average Tenure

Patient Caseload
- Actual vs. best practice

Talent Data

01
02
03
04
05
06

Qualitative Data
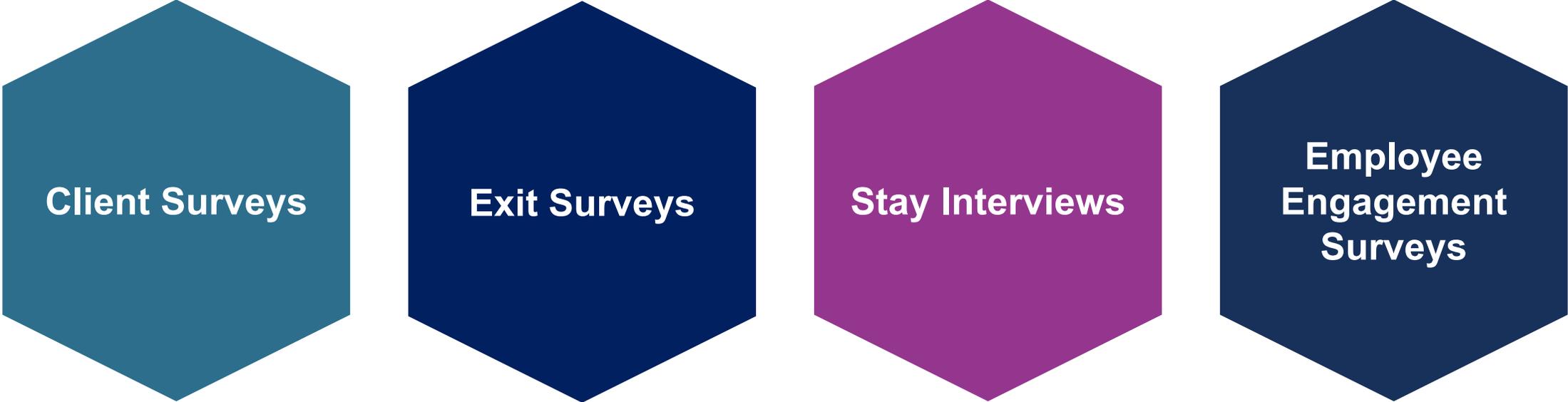
Client Surveys

Exit Surveys

Stay Interviews

Employee Engagement Surveys

Planning Tip

Break down data across demographics, roles, job categories, and tenure when compiling.

This will help you conduct quality checks as you plan and implement career pathways.

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Overview of the Career Pathways Capability Assessment Tool©

Initially Developed	Partially Developed	Well-Developed	Fully Developed
▪ Those who initiate career pathway programming have the support of some key leaders and recognize the need for accountable management.	▪ Career pathway program is sporadically implemented, and though supported by leadership lacks consistent management.	▪ Career pathway program is a shared responsibility designed and implemented with the support of leadership.	▪ Career pathway program has an identified individual accountable for engaging leadership and overseeing program design and implementation.
▪ Career pathways process is being defined and communicated primarily during supervision.	▪ Career pathway process is defined and communicated during some onboarding and supervision.	▪ Career pathway process is well-defined and communicated during recruitment, onboarding, and supervision.	▪ Career pathway process is standardized, well-defined, and emphasized during recruitment, onboarding, and supervision.
▪ Career pathways are not linked directly to employee development and are offered mostly via traditional approaches (vertical career ladders).	▪ Career pathway are usually referenced within employee development, mostly via traditional approaches (vertical career ladders).	▪ Career pathways are usually referenced within employee development, including traditional (vertical career ladders) and nontraditional (e.g., job rotation, career lattices) advancement approaches.	▪ Career pathways are embedded within employee development, including traditional (vertical career ladders) and nontraditional (e.g., job rotation, career lattices) advancement approaches.
▪ Career pathways are defined and mapped for essential positions and made available upon request.	▪ Career pathway are well-defined, mapped for essential positions, and made available to selected staff.	▪ Career pathways are well-defined, mapped for all positions and employees, and communicated to selected staff.	▪ Career pathways are well-defined, mapped for all positions and employees, and communicated to all staff.
▪ Career pathways program has little or no formal budget.	▪ Career pathway program has a tentative budget to allow for education and training.	▪ Career pathway program has a limited budget that supports high-priority education and training and some in-house promotion.	▪ Career pathway program has an annual budget to support education, training, and in-house promotion.
▪ Those who initiate career pathway program recognize the need to incorporate technology.	▪ Career pathway program uses minimal technology to increase engagement.	▪ Career pathway program includes some accessible and supported technology for engagement.	▪ Career pathway program integrates appropriate, accessible, and supported technology for flexible engagement.
▪ Those who initiate career pathway program recognize the need to develop an assessment tool.	▪ Career pathway program is informally assessed by some staff to inform ongoing program development.	▪ Career pathway program is assessed annually by most staff to inform ongoing program development.	▪ Career pathway program is anonymously assessed annually by all staff as foundational to ongoing program development.

Career Pathways Implementation Tool©

S. No.	Best Practice: Level 4	Key Activities to Move Toward Best Practice: Level 4	Lead/ Contributors/ Stakeholders	Timeline			
				Within 3 Months	Within 6 Months	Within 12 Months	More Than 1 Year
01	Career pathway program has an identified individual accountable to engage leadership and oversee program design and implementation.						
02	Career pathway process is standardized, well-defined, and emphasized during recruitment and onboarding and through supervision.						
03	Career pathways are embedded within employee development, including traditional (vertical career ladders) and nontraditional (e.g., job rotation, career lattices) advancement approaches.						
04	Career pathways are well-defined, mapped for all positions and employees, and communicated to all staff.						
05	Career pathways program has an annual budget to support education, training, and in-house promotion.						
06	Career pathways program integrates appropriate, accessible, and supported technology for flexible engagement.						
07	Career pathways program is anonymously assessed annually by all staff as foundational to ongoing program development.						

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Performance Evaluation: Peer Development

Competency Framework

A competency framework is built around related KSAs that enable a job holder to accomplish the activities in their scope of responsibilities.

- **Knowledge** is the theoretical understanding of concepts. An individual may understand a topic or tool or have textbook knowledge of it but have no experience applying it.

- **Skills** are the application of knowledge. Skills require hands-on training and experience.

- **Attributes** are the strengths, abilities, and powers to perform a skill.

KSAs: Knowledge, Skills, and Attributes

- Liliana is a Peer Counselor who possess the following competencies:

- **Knowledge** of recovery, family dynamics, and human behavior.

- **Skills** in person-centered planning and trauma-informed care.

- **Attributes** of empathy, emotional intelligence, and cultural competence.

- Liliana's KSAs demonstrate her competency to perform her role. These same KSAs can serve as the basis for a job description to recruit, onboard and train staff, to design career advancement and ladders, and in performance evaluation.

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Competency Framework Ladders and Pathways Incorporated into Key People Functions

Recruiting

Include career ladder and pathway opportunities in job postings and discuss them with prospective hires, using it as a source of competitive advantage.

Onboarding

During onboarding, present examples of career ladders and pathways for the position. Make sure that employees understand them and how to access them.

This will provide confidence that you will invest in employees' career progression.

Ongoing Supervision, Performance Reviews, and Accountability

Align career path benchmarks with supervision guideline and performance review benchmarks.

Formalize performance review guidelines to include career ladders/pathways.

Hold supervisors responsible for employees' career progression.

Sustainability
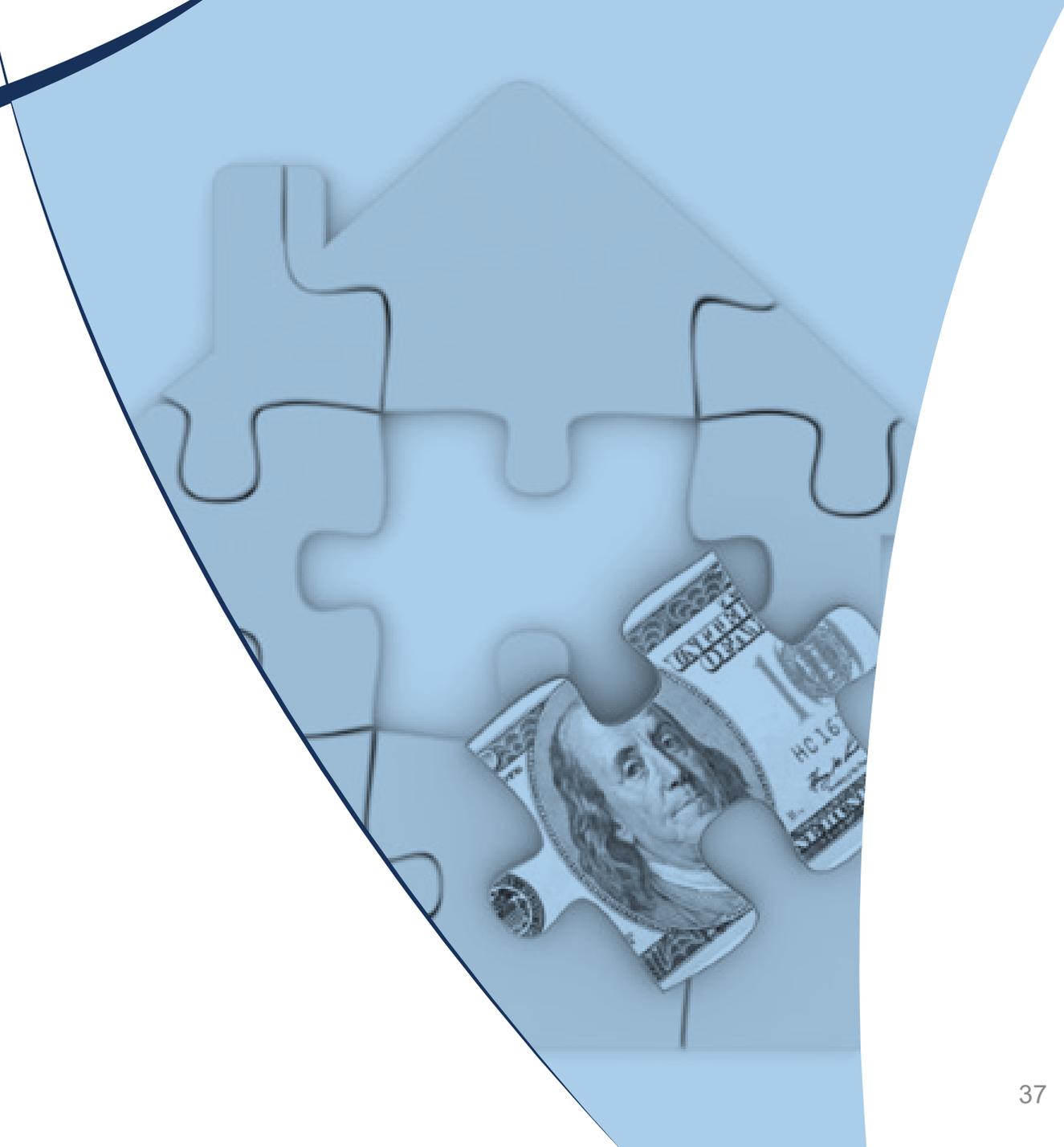
8 Domains of Sustainability

Environmental Support

Champions (internal and external) program and uses influence to gain support, funding and policies that benefit target population.
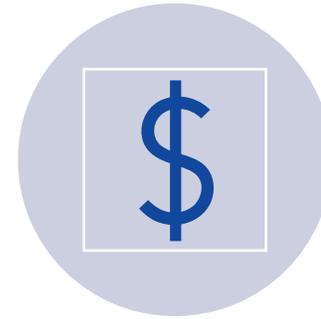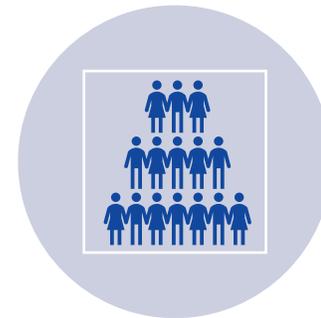
Funding Stability

Strategic, diversified funding addresses long-term program needs. Provides ability to adapt to changing trends that impact funding.

Partnerships

Connects organization to alliances across sectors to champion program, build community support and access greater resources.

Organizational Capacity

Ensures organization has knowledge, capabilities and resources to accomplish program goals.

PSAT – PSAT/CSAT. (n.d.). https://sustaintool.org/psat/

8 Domains of Sustainability

Program Evaluation

Monitors progress on goals and outcomes to course correct and collect program success/impact. Supports requests for increased support and funding.
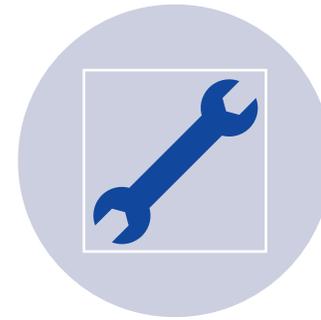
Program Adaptation

Maintains efficient use of resources to sustain effective program components that most benefit target group.

Communications

Externally grows program visibility and builds support from stakeholders. Internally builds staff buy-in and support from leadership.

Strategic Planning

Combines all sustainability domains into outcome-oriented plan that aligns with larger external and organizational environment

Success and Case Studies

Cal Voices

CAL ★ VOICES
ADVOCACY · RECOVERY · PEER SUPPORT
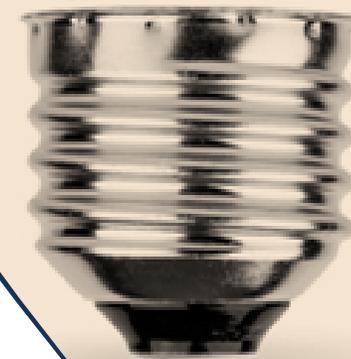
WISE University (WISE U) is a full-service peer training program that has been training peer support workers since 2015. WISE U now provides Cal Voices' free Medi-Cal Peer Support Specialist Certification (MPSSC) training. The training meets all requirements for the California **Medi-Cal Peer Support Specialist Certification** and the **National Certified Peer Specialist (NCPS)** credential. Cal Voices' full-service peer training program offers a wide array of career planning and educational opportunities:
- Career Counseling and Employment Coaching and Support
- Peer Certification Training
- Field Work Opportunities
- Placement Assistance
- Peer Job Portal Access

Cal Voices Peer Resources

WISE Peer Toolkit for Workplace Success
Provides individuals with lived experience valuable employment and career resources.

The toolkit includes the following items:
- Information about tools, resources, best practices, and workplace support.
- Practice guidelines and real-world direction for peers working or considering working in the public mental health system.

WISE Consumer Advocate Liaison Practice Manual
This manual provides a historical context of the role that Consumer Advocate Liaisons play in the Public Mental Health System. It also provides an overview of the knowledge, skills, and abilities they bring. Readers will find tools and tips on how to strengthen these vital positions in local mental health systems (counties) across California.

Compatior, Inc. Counseling Center

Collaboration with Loyola Marymount University
- Behavioral Health Career Pathways
  - **Behavioral Health Counseling (BHC):** Six-month program focused on learning skills to mentor others struggling with BH issues.
  - **Substance Use Disorders (SUD):** A one-year cohort-based program that prepares students with a comprehensive set of skills required to become a certified Substance Use Disorders counselor.
  - **Peer Specialist Training:** An 80-hour instructor-led course covering the 17 core competencies for Peer Support Workers in preparation for taking the state certification exam to become a California Medi-Cal Peer Support Specialist.

Compatior, Inc. Counseling Center

Programs Include:
- Fully funded scholarship program
- Career development services
- Job placement services
- Post-training support
- Mentored Internship Program including:
  - Formal training through Loyola Marymount University
  - Ten-week paid internship at Compatior
  - Continuing Education through Los Angeles Trade Technical College (LATTC)

Questions

References

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- Coffman, J., A. D'Arcy, E. Rosenblaum, L.T. Love (2021, August 11) *How Clear Career Pathhs Strengthen Retention-and Diversity.* Bain & Company. https://www.bain.com/insights/how-clear-career-paths-strengthen-retention-and-diversity/ -

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- The Virginia Foundation for Community College Education. (2020, July 24). *New Grants Will Help Virginia Community College Students Earn Advanced Healthcare Credentials and Higher Wages.* https://vfcce.org/new-grants-will-help-virginia-community-college-students-earn-advanced-healthcare-credentials-and-higher-wages/

- Wiener, J. (2022, September 8). *Unanswered Cries: Why California Faces a Shortage of Mental Health Workers.* Cal Matters. https://calmatters.org/health/2022/09/california-shortage-mental-health-workers/ -

Resources

Creating, Supporting, and Overcoming Challenges to BH Career Ladders and Pathways

In the mental health field, there is more opportunity at the licensed clinical level.
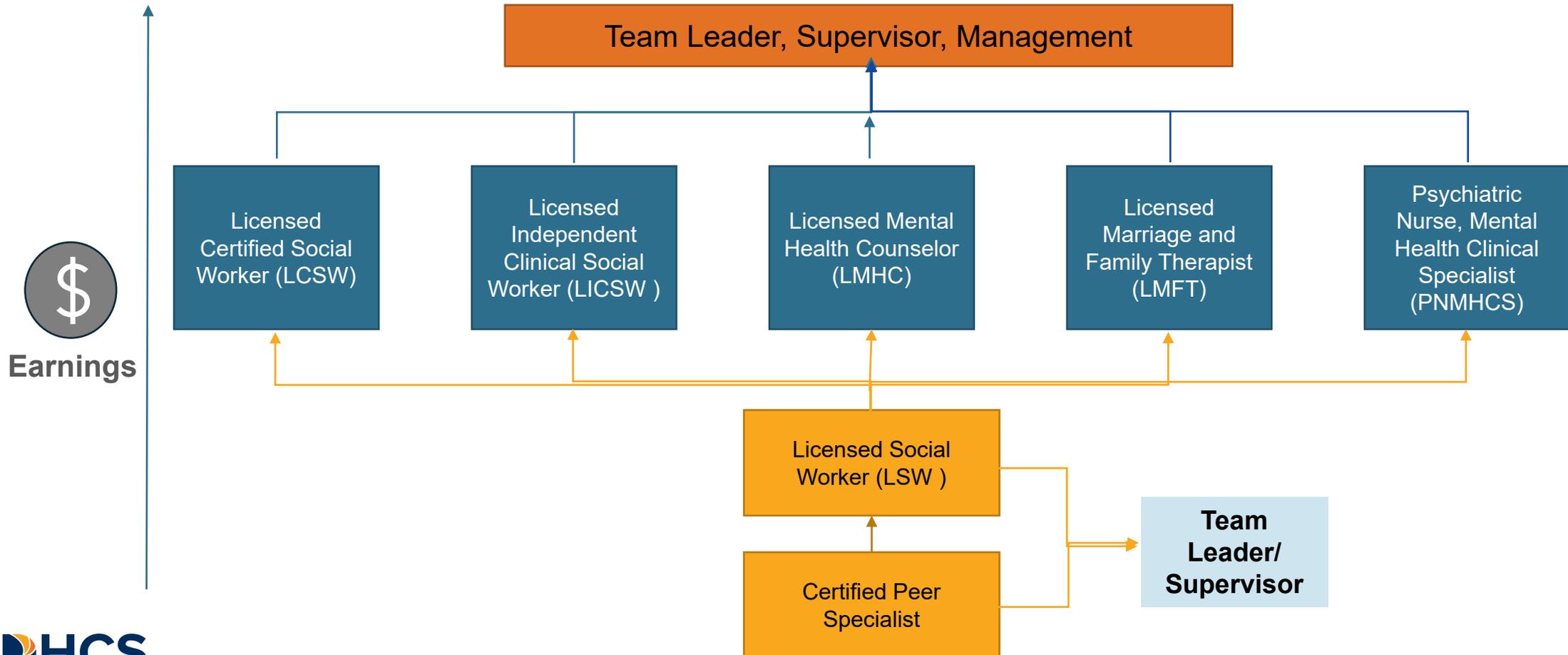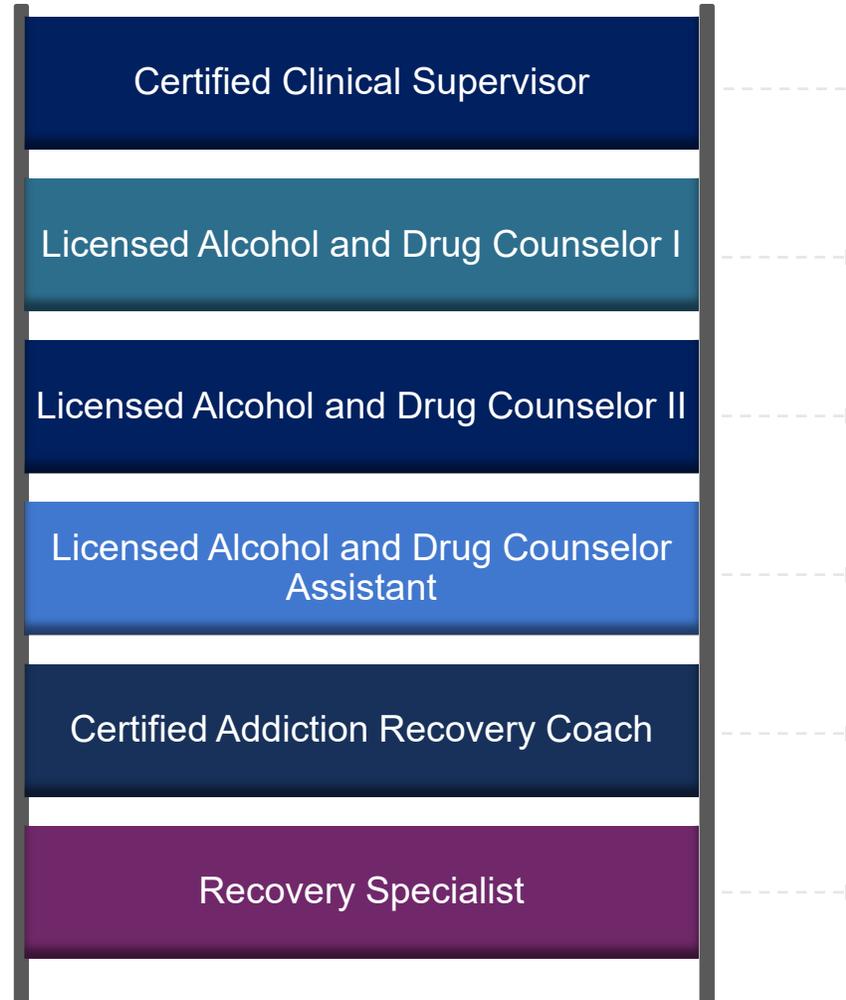
Creating, Supporting, and Overcoming Challenges to BH Career Ladders and Pathways
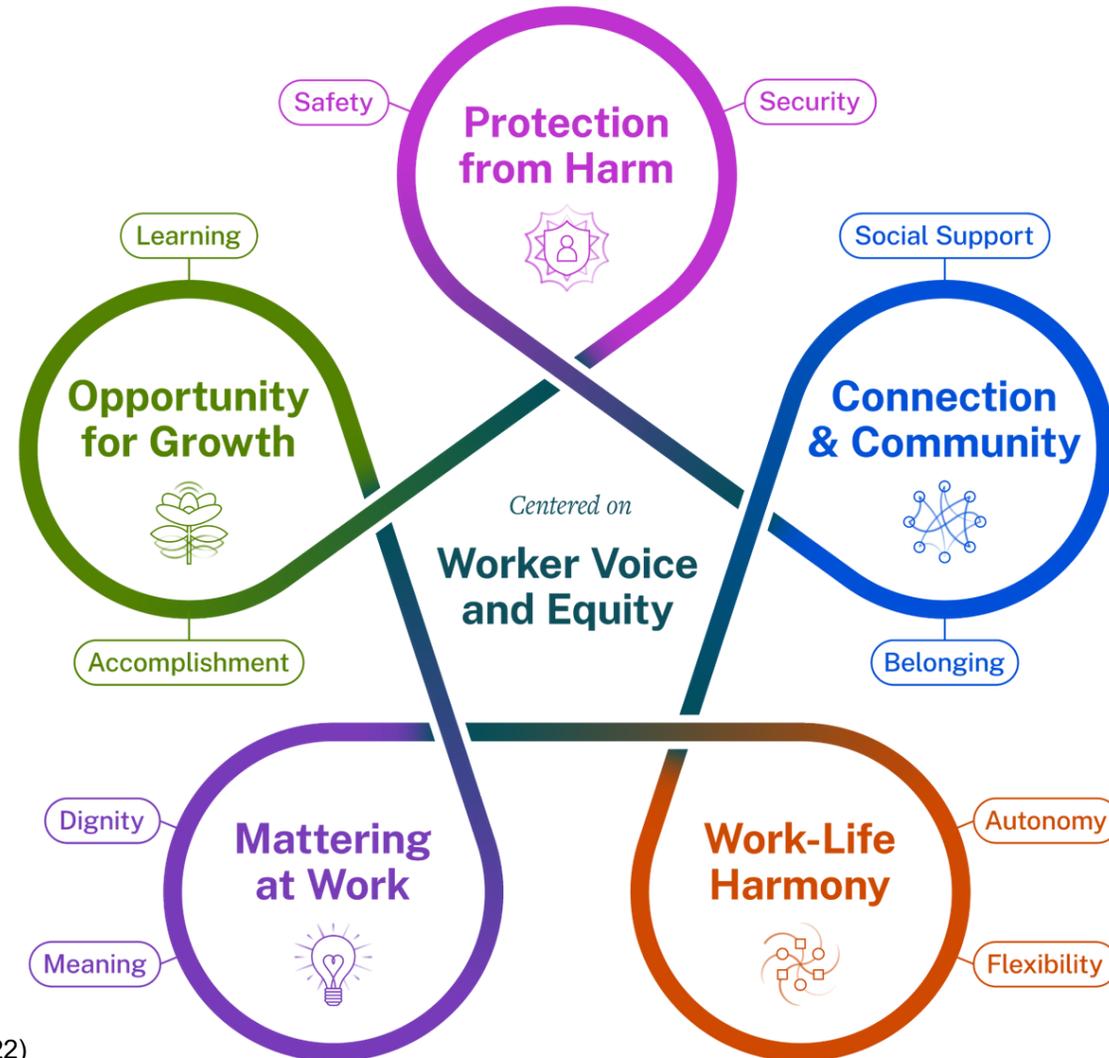
Career ladders and pathways exist in the BH field.

In the SUD field, the traditional career ladder is linear and based on fulfilling an increasing level of education and work experience requirements.

Earnings

Certified Clinical Supervisor

Licensed Alcohol and Drug Counselor I

Licensed Alcohol and Drug Counselor II

Licensed Alcohol and Drug Counselor Assistant

Certified Addiction Recovery Coach

Recovery Specialist

Team Leader, Supervisor, Management

Framework for Workplace Mental Health and Well-Being

(Office of the Surgeon General, 2022)

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Additional California-Based Peer Resources

Resources

Relevant peer training, workshops, or mentorship programs based in California

1. SAMHSA's National Model Standards for Peer Support Certification
    a. [SAMHSA's National Model Standards for Peer Support Certification | SAMHSA](#)
2. Training for Medi-Cal Peer Support Specialists
    a. [Training - CA Peer Certification](#)
        i. Link to directory of approved training providers for Medi-Cal Peer Support Core Competency Training
3. California Association of Peer Supporters Academy (CAPS)
    a. [California Association of Peer Supporters Academy | CAPS Academy](#)
4. Futuro Health
    a. [Medi-Cal Peer Support Specialist - Futuro Health](#)
5. Los Angeles Centers for Alcohol and Drug Abuse (L.A.CADA)
    a. [LA CADA – A Path to Recovery and Healthy Living](#)
6. Loyola Marymount University (LMU)
    a. [Medi-Cal Peer Support Specialist - Loyola Marymount University (lmu.edu)](#)
7. NAMI California - Medi-Cal Peer Support Specialist Certification (PSSC) Training
    a. [Medi-Cal Peer Support Specialist Certification (PSSC) Training - NAMI California](#)
8. Peer Wellness Collective (formerly Alameda County Network of Mental Health Clients)

[Medi-Cal Peer Support Specialist Training | CALMHSA Certified Vendor (peerwellnesscollective.org)](#)

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Resources

Relevant peer training, workshops, or mentorship programs based in California
1. RAMS - Peer Specialist Mental Health Certificate
   a. Peer Specialist Mental Health Certificate - RAMS (ramsinc.org)
   b. Peer Internship Program - RAMS (ramsinc.org)
   c. Peer Wellness Centers - RAMS (ramsinc.org)
   d. Peer Counseling and Outreach Services - RAMS (ramsinc.org)
2. Worker Education & Resource Center, Inc. (WERC)
   a. CalMHSA - Worker Education & Resource Center (werctraining.org)
3. Cal Voices (a continuation of NorCal MHA)
   a. WISE U Peer Certification Training | Cal Voices
4. Crestwood Behavioral Health, Inc.
   a. Training + Products – RRS (recoveryresiliencesolutions.com)
5. Pacific Clinics Training Institute (PCTI)
   a. Medi-Cal Peer Support Specialist Certification Training (80 hrs.) | Pacific Clinics
6. Painted Brain
   a. MediCal Peer Support Specialist Certification - Painted Brain
7. Parents Anonymous
   a. California Medi-Cal Peer Support Specialist Certification Training - Parents Anonymous
8. RI-International
   a. Peer/Recovery Support Specialist Training - RI International (arlo.co)

Case Studies Illustrating Successful Career Ladder Transitions

1. Report to the Governor and the Legislature: Evaluation of the Assembly Bill 790 Linked Learning Pilot Program, the Assembly Bill 1330 Local Option Career Technical Education Alternative Graduation Requirement, and the California Career Pathways Trust
   a. ccptlegreport2017.doc (live.com)
   b. California Career Pathways Trust (CCPT) - Career Technical Education (CA Dept of Education)
      i. overview of California Career Pathways Trust created by Assembly Bill 86.
   c. Microsoft Word - CCPTImplementationReport_03717.docx (jfforg-new-prod.s3.amazonaws.com) – Full report of CCPT by Jobs for the Future
      i. CCPT_Executive_Summary_031517.pdf (jfforg-new-prod.s3.amazonaws.com) – Executive summary by Jobs for the Future
2. The Career Ladder Mapping Project
   a. BETH_project_final_v2 (careerladdersproject.org)
      i. The project partnership is comprised of the Shirley Ware Education Center, Service Employees International Union (SEIU) Local 250, AFL-CIO and Kaiser Permanente-Northern California Region. The main goal of the project is to evaluate and map career paths for 60 hard-to-fill positions within the healthcare setting, using Kaiser Permanente-Northern California Region as a model.
3. Career Pathways and Economic Mobility at California's Community Colleges by Public Policy Institute of California
   a. Career Pathways and Economic Mobility at California's Community Colleges (ppic.org) – Full Report
   b. Career Pathways and Economic Mobility at California's Community Colleges - Public Policy Institute of California (ppic.org)
      i. Link to summary
4. Accelerating Pathways to Careers for Adult Learners – Prepared for DOL by JFF
   a. Adult_Learners_TAACCCT071519.pdf (jfforg-prod-new.s3.amazonaws.com)
      i. NOT only California but since it's for the DOL, I figured I could include for potential use.

Additional Resources

1. Career Opportunities for Peer Specialists
   a. [Career-Paths-for-Peer-Specialists-2017.pdf (shareselfhelp.org)](Career-Paths-for-Peer-Specialists-2017.pdf)
2. Mental & Behavioral Health Career Pathways
   a. [Mental & Behavioral Health Career Pathways | Health Workforce Initiative (ca-hwi.org)](Mental-Behavioral-Health-Career-Pathways)
3. San Bernardino County Department of Behavioral Health Career Ladder
   a. [Career_Ladder.pdf (sbcounty.gov)](Career_Ladder.pdf)
4. California Consortium of Addition Programs and Professionals – Peer Career Ladder

[Peer Career Ladder :: CCAPP Credentialing](Peer-Career-Ladder)