



Discussion Proposal

JOB DESIGN FOR NEVADA BOARD OF APPLIED BEHAVIOR ANALYSIS

A Performance-Thinking® approach to designing and supporting a job title or role

May 17, 2020

Target

To collaborate with the Nevada Board of Applied Behavior Analysis (ABA) to define jobs or roles to clarify expectations for the board members.

- To provide current board members with clear and relevant information for what they should produce or deliver in their roles.
- To provide staff in the Department of Health & Human Services Aging and Disability Services Division with a description of the board members' expected contributions.
- To define and document the major accomplishments required by each role for future board members.
- To create transparency and clarity about the board members' roles and responsibilities to the general public, licensed/certified practitioners, and candidates for licensure/certification.

Background

The Aging and Disability Services Division operates several boards and commissions in the State of Nevada, including the Nevada Board of ABA (hereafter the "**Board**"), which was officially created on January 1, 2019, as a result of Senate Bill 286. The Board is responsible for creating and disseminating rules and regulations, including the granting and supervision of licenses and registrations for those who are currently, or desire to be, practicing applied behavior analysis in Nevada. The Board is permitted four voting members who are behavior analysts licensed in Nevada and one voting member who is a representative of the general public who is interested in the practice of applied behavior analysis. The Governor appointed two board members to a term of two years and the remaining members to a period of four years. Going forward, all board members will serve a four-year term. Further, the Board must elect from its membership a President and a Secretary-Treasurer annually.

In September 2019, Dr. Kerri Milyko, President of the Board, contacted Shane Isley, a Performance Thinking Network (PTN) consultant who specializes in organizational performance improvement in behavioral health care. Dr. Milyko was searching for available resources related to accomplishment-based job descriptions. On September 23, 2019, Shane shared with Dr. Milyko some examples of his work with professional membership and non-profit ABA organizations, and a link to an article that he wrote entitled, "*Leave work with a sense of accomplishment*," which was published in an online business magazine. Then on October 16, 2019, Dr. Milyko informed Shane via email that the Board was interested in learning more about performance-based job descriptions and asked if he would be willing to deliver a brief presentation to the Board on the topic. Shane happily obliged, and on December 18, presented an overview of an approach to job design that is anchored in accomplishments. He answered the Board's questions about the immediate benefits of the approach and value-add to future boards.

On February 24, 2020, Dr. Milyko asked Shane to provide the ABA Board with a project proposal outlining the scope and cost for PTN to collaborate with the initial board members to define jobs or roles for the five appointed positions.

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What we've learned so far

As mentioned above, the Nevada ABA board was officially created on January 1, 2019, under the authority of Chapter 437 - Applied Behavior Analysis, of the Nevada Revised Statutes (NRS). The provisions in NRS 437 provide some general prescriptions for the Board, but, for the most part, they are descriptions of processes rather than accomplishments. Examples of processes that the Board is responsible for defining and managing include:

- Development and administration of bylaws
- Testing
- Licensing and registration
- Disseminating information to applicants and current licensees/registrants
- Investigating and reviewing grievances
- Enforcement of rules and regulations (i.e., deny, suspend, limit, revoke, or reinstate a license)
- Judicial review

While NRS 437 sets out the critical processes and procedures the Board is responsible for, it lacks some specificity about the board members' expected accomplishments. For example:

- It only gives details of three job titles for five board members (i.e., President, Secretary-Treasurer, and a Representative of the General Public).
- It does not specify the expected contributions for any roles.
- It describes the activities or behaviors the board members shall engage in rather than identifies the accomplishments they shall produce or deliver.
- It is missing well-defined performance standards for each role.

How we can help Defining new roles or job titles

We are offering to collaborate with the Board to define roles or job titles based on accomplishments rather than just activity or behavior. We will start by reviewing the members' current duties and responsibilities and using them to create job descriptions. If needed, we will convert activity into accomplishments for the roles or job titles. For each position or job title, we will assist the Board in identifying the accomplishments required by the initial board members and those that are operational (i.e., required to completely and accurately implement and manage the processes listed in NRS 437).

Our process for creating job descriptions is as follows. We start by meeting with the Board (or a smaller project team) to determine the desired accomplishments produced by the job title/role and the internal and external customers that receive those accomplishments. We document/diagram this information on an Individual Performance Map. Then we refine the list of accomplishments and specify why they are essential to show individual board members the link between their contributions and the overall Board's success. Next, we help define the criteria for "good" ones and capture information about proposed strategies and tactics. Lastly, we help the Board brainstorm and choose possible enablers to support the proposed tactics. After we gather all the information above, we will transfer it into an easy-to-read table in Microsoft Word®. Each accomplishment-based job description will include the following: accomplishments, desired outcomes for the Board, performance standards, proposed strategies and tactics, and possible enablers.

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Project Fees

What We Do	What You Receive
<ul style="list-style-type: none"> • Facilitate multiple workgroup sessions with the Board (or a smaller workgroup) to: <ul style="list-style-type: none"> ○ Define distinct roles ○ Identify the internal and external customers for each role ○ Identify the major accomplishments for each role ○ Link the accomplishments to broader success outcomes for the entire Board ○ Define the "criteria" for a good one for each accomplishment ○ Describe strategies and tactics for producing the accomplishments to criteria ○ Brainstorm and choose positive behavior influences to arrange to support the desired performance 	<ul style="list-style-type: none"> • Accomplishment-based job descriptions that provide: <ul style="list-style-type: none"> ○ Greater clarity about a job/role ○ A better understanding of the standards for exemplary performance ○ Clear guidelines about how to evaluate board members' performance ○ A visual of the valuable accomplishments that each role delivers to internal/external customers ○ Board structure based on best practices in another division of behavior analysis (Organizational Behavior Management)

Completion Time The job descriptions can be completed in four to six weeks, depending on the board members' availability for approximately five 60 to 90-minute working sessions and the utility of the information provided.

Project Fee The project fee is USD 2,500

Expenses The Board agrees to reimburse PTN for travel, lodging, meals, and incidental expenses for any required and pre-approved travel. Upon the Board's request, PTN shall transmit a copy of all receipts to the Board.

Billing The Performance Thinking Network proposes to submit two invoices:

- 40% of the agreed-upon fee upon signing of our proposal (\$1,000)
- 60% of the agreed-upon fee upon completion of the job descriptions (\$1,500)

Payment terms The Performance Thinking Network expects payment of invoices in full within 30 days of the invoice's date. We charge a 2% late fee per month or increment of a month.

PTN Tax ID The Performance Thinking Network is a Washington State LLC with the Federal Tax ID number: 68-0412235.

Proposed start date PTN is prepared to start working on this project as soon as June 15, 2020. This start date is subject to the Nevada ABA Board's agreement to this proposal and receipt of the initial payment.