



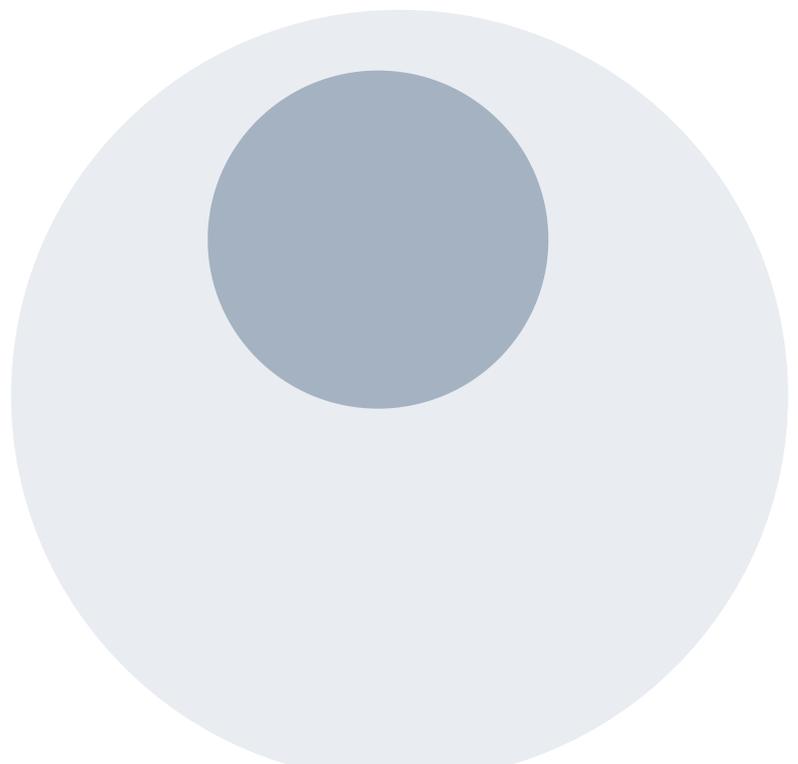
4. A Quality Standards Framework for Supported Employment Providers

The dictionary defines 'Quality' as 'a degree or standard of excellence'. This definition is in keeping with the European Union of Supported Employment's [EUSE] aim of providing a framework of guidance to supported employment providers – a set of minimum standards of best practice or excellence transferable across the European Community.

The Framework aims to provide a benchmark to enable providers to develop and improve the quality of their provision.

The standards developed not only incorporate existing good practice within the EUSE membership but they also provide a framework for providers to self assess and set targets for the continuous improvement of their provision. The framework defines Supported Employment and the characteristics of the model and identifies the standards of excellence that are to be aspired to by providers throughout Europe.

The Supported Employment model has grown quickly over the last two decades. The EUSE Executive Board feels the time is now right to develop standardised guidance which benchmarks excellence and creates a common language across Europe.





THE ORGANISATION

Quality Standard	Indicators	Sources of Evidence
<ul style="list-style-type: none">• The Leadership and Management set a clear direction that leads to the delivery of a high quality service.	<p>The Organisation:</p> <ul style="list-style-type: none">• Has a written Mission Statement that commits them to integrated employment, community inclusion and zero exclusion.• Has policies and procedures to ensure equality of opportunity, healthy and safe environments and the protection of the rights of all.• Implements a strategic plan with short, medium and long term goals and objectives for service development.• Employs a system of continuous evaluation and improvement of performance in all aspects of service.• Collects and analyses data on consumer outcomes, staff productivity, stakeholder satisfaction, cost efficiency and other process and outcome variables.• Promotes and resources a learning culture in which creativity, innovation and risk taking is supported and where staff and individuals feel empowered.• Has systems in place to source, allocate, monitor and evaluate financial resources which ensures long term organisational security and meets the individual needs of all.	<ul style="list-style-type: none">• Mission Statement• Service Audit• Service Audit• Strategic Plan• Evaluation / Audit Reports, Self Assessments• Management reports• Annual Training plan,• Minutes of Staff meetings / User Group meetings• Financial audit reports• Business plan / Audits



Quality Standard	Indicators	Sources of Evidence
<ul style="list-style-type: none"> The organisation recognises, promotes and values stakeholder involvement in planning and decision-making at all levels within the organisation. 	<ul style="list-style-type: none"> • Informs all stakeholders of all choices available to them. • Has systems in place to ensure confidentiality and protection of data. • Ensures equality of opportunity, equal participation and non-discriminatory practice at all levels of the service. • Maintains Service Agreements with all users. • Maintains comprehensive Labour Market Plans. • Local Employment Trends are recorded & acted upon. • There is a comprehensive policy and plan for stakeholder involvement representative of all partners in the Supported Employment process and representative of all degrees of disadvantage. • Stakeholder user groups are developed and supported to participate in planning and decision-making at all levels within the organisation. • Regular feedback is collected from users about their experiences of the service, including complaints and suggestions. 	<ul style="list-style-type: none"> • Promotional materials • Service Audit • Stakeholder policy and plans. • Service Audits • Stakeholder group minutes • User evaluations • Service Audits



Quality Standard	Indicators	Sources of Evidence
<ul style="list-style-type: none">• The organisation is committed to protecting and promoting the rights of people who are disadvantaged.	<ul style="list-style-type: none">• The organisation has an accessible Charter of Rights available for all.• The provider upholds all aspects of the Charter of Rights.• Personal and confidential information is protected by secure organisational procedures through out service delivery.• The individual's right to express views and opinions and to make choices are upheld at all levels of service provision.• Individuals are supported to achieve their employment rights.	<ul style="list-style-type: none">• Service Audit• User Evaluation• Service Audit• Policy & procedures, Service audits• User evaluation• Audit reports



Quality Standard	Indicators	Sources of Evidence
<ul style="list-style-type: none"> • A quality service is delivered by a range of professional and competent staff at all levels within the organisation. 	<ul style="list-style-type: none"> • The organisation has a staff recruitment and retention policy that promotes the selection and retention of high quality personnel. • The organisation has a range of job roles which reflect integrated employment and related community supports in keeping with the principles of supported employment. • There are clear competencies and responsibilities defined for each job role within the organisation. • The organisation maintains an appropriate and safe staff to user ratio. • The organisation has good working conditions for staff. • The organisation ensures all staff have their performance reviewed on a regular basis and that they receive adequate support to fulfil their role and achieve outcomes. • The organisation ensures all staff have access to regular professional development and training opportunities. • Staff have opportunities for job enhancement and advancement as their skills develop. 	<ul style="list-style-type: none"> • Staff / User Evaluations • Service Audit • Organisational chart • Job Descriptions • Job Description / person specification • Service Audit • Staff Evaluation • Performance, review and supervision records. • Staff training & development records • Staff Evaluations



THE PROCESS

Stage 1: Engagement

Quality Standard	Indicators	Sources of Evidence
<ul style="list-style-type: none">• The person with the disadvantage has received, in an appropriate manner, all the information needed to decide about using the Supported Employment Provider.	<ul style="list-style-type: none">• The service is located in an accessible building which can be used by the individual in a dignified way & which is in an integrated community.• A staff member welcomes the individual in a friendly, positive, respectful and dignified manner.• A staff member identifies and supports the communication needs of the person.• The person, in relation to dates, times, venues, participants and agendas, controls the meeting.• The person is supported to express his/her views and opinions and to ask questions.• Accessible information is available on all aspects of the Supported Employment Provider, the Supported Employment process and the local employment market.• An accessible Service Level Agreement is given to all.	<ul style="list-style-type: none">• Access Audit Reports• User Evaluation• User Evaluation• User Evaluation• User Evaluation• User Evaluation• Service Audit• Service Audit



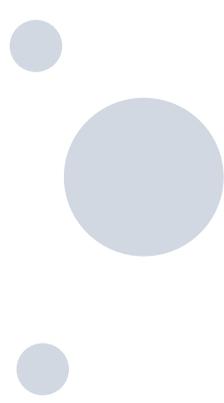
Stage 2: Vocational Profile

Quality Standard	Indicators	Sources of Evidence
<ul style="list-style-type: none"> • A Person-Centred approach is used to collect relevant information about the individual's aspirations, interests and abilities for work. 	<ul style="list-style-type: none"> • All meetings take place in an accessible and private place where the individual can easily communicate. • Communication and feedback methods are appropriate to the individual's learning and communication style and appropriate support is made available to assist this. • The individual is supported to understand the purpose of gathering information. • The individual is supported to identify and include appropriate others to contribute to the process. • Individuals are the owners of all information gathered and their consent must be given to use it. • Information gathered is used to produce an Individual Job Profile 	<ul style="list-style-type: none"> • User Evaluation • User Evaluation • User Evaluation • Minutes of meetings • Service Audit • Service Audit
<ul style="list-style-type: none"> • Individuals are supported to make informed and realistic choices about work and future career development. 	<ul style="list-style-type: none"> • Individuals explore career opportunities based on their assessed interests, abilities, and needs. • Individuals have access to a range of local employment opportunities. • Individuals are supported to develop an understanding of the requirements of specific jobs and of their opportunities to develop their skills to do those jobs. • Individuals have support and opportunities to participate in time-limited job shadowing and job trials to inform choice. 	<ul style="list-style-type: none"> • Individual profiles / Action Plans • Training Plans • Training / Action Plans • Training / Action Plans





Quality Standard	Indicators	Sources of Evidence
<ul style="list-style-type: none"> An individual flexible plan is developed with each job seeker. 	<ul style="list-style-type: none"> Opportunities and support are provided to assist individuals to develop self determination and decision making skills Individuals are supported to apply experiential learning and information gathered to make informed choices. The plan has been developed and agreed with the individual and produced in an accessible format. The individual is fully supported to participate in the development of the plan. All aspects of the plan reflect the individual's interests, aspirations and skills for work. The plan sets out an employment goal and objectives and describes planning options to achieve these. The plan clearly defines the supports and resources required to meet the individual's needs to achieve the job goal. The plan identifies 'relevant others' to assist in the achievement of the objectives and the employment goal. Individuals are supported to direct their plan to the maximum extent. Appropriate timescales and opportunities to review and amend the plan are in place. All individuals have a signed copy of their own plan and decide which other person[s] should receive a copy. 	<ul style="list-style-type: none"> User Evaluation User Evaluation User Evaluation User Evaluation User Evaluation Service Audit Service Audit Service Audit User Evaluation Service Audit User Evaluation





Stage 3: Job Development

Quality Standard	Indicators	Sources of Evidence
<ul style="list-style-type: none">• Appropriate training and support to find a job is made available to the person.• The individual is supported to find the best possible job.	<ul style="list-style-type: none">• Training & support to complete a range of job search activities is available to the individual.• The individual controls his/her level of participation in job application and recruitment processes.• Individuals are assisted to participate to their maximum in their own job development and employer contact activities regardless of the degree of disadvantage.• Individuals are trained and supported to communicate and negotiate personal employment terms and conditions with employers which meet their identified needs.• The provider networks with the local business community, has membership of local employer groups and attends local employer events.• There is a continuous review & development of Job Finding activities.	<ul style="list-style-type: none">• User Evaluation• User Evaluation• User Evaluation• Service Audit / User Evaluation• Service Audit• Service Audit



Quality Standard	Indicators	Sources of Evidence
	<ul style="list-style-type: none"> • The Job Development & Marketing Plan reflects local and regional employment trends, and includes plans for development and training opportunities. • Vocational profiles and worksite analysis are used to identify job matches. • All job match outcomes are communicated to the job seeker immediately. • The job seeker is supported to make an informed choice on what is available and is supported to move to next stage. 	<ul style="list-style-type: none"> • Service Audit • Service Audit • Service Audit • User Evaluation

Stage 4: Employer Engagement

Quality Standard	Indicators	Sources of Evidence
<ul style="list-style-type: none"> • The employer is supported to find the 'best person for the job' 	<ul style="list-style-type: none"> • Employers needs, job requirements and work environments are clearly defined by the Supported Employment Provider in an Employer Profile. • The role of the supported employment service is marketed to and understood by the employer. • Information, advice and awareness training for the employer is available on disability, disadvantage and anti-discriminatory practice. 	<ul style="list-style-type: none"> • Employer Audit • Service Audit • Employer Audit



Quality Standard	Indicators	Sources of Evidence
	<ul style="list-style-type: none"> • Workplace staff are supported and trained to support the employee with disadvantage through the development of natural support strategies. • People who experience disadvantage are positively promoted to employers. • Employers are supported to identify appropriate jobs through the use of Job Carving / Job Creation techniques. • Individuals who experience disadvantage are trained and supported to canvass and provide awareness training to employers. • The employer has on-going access to the Supported Employment Provider. • Opportunities to develop job trials, job shadows and site visits are developed. • 'Employer to Employer' networks are established. • The Supported Employment Provider works in partnership with the employer throughout the process. • Feedback on the supported employment experience is sought from the employer. 	<ul style="list-style-type: none"> • Employer Audit / Employer Evaluation • Service Audit • Employer Evaluation • Employer Evaluation • Employer Audit • Employer Evaluation • Employer Audit • Employer evaluation • Employer Evaluation



Stage 5: On / Off Job Support

Quality Standard	Indicators	Sources of Evidence
<ul style="list-style-type: none"> The employee's training and support is appropriate and effective and encourages workplace independence and progression. 	<ul style="list-style-type: none"> The Supported Employment Provider works with the employee to identify preferred training & learning approaches to meet individual needs. An accessible Training and Action Plan is produced. Staff employ a range of preferred learning and support approaches which are discreet and fading in nature. All supports & assistive technology used are appropriate to the workplace and are performance and status enhancing for the employee. Support and training is flexible and is available to develop relationships both in and outside the workplace. Support and training is available to enable participation in workplace social events and employer sponsored activities both in and outside work. The employee is supported to participate in all 'typical' employee induction, probation, performance and development procedures alongside other non-disadvantaged employees. Employees are supported to negotiate terms and conditions of employment according to individual needs. 	<ul style="list-style-type: none"> User Evaluation Service Audit Service Audit / Evaluation Audit / User & Employer Evaluation User / Employer Evaluation User / Employer Evaluations Service Audits / User / Employer Evaluation Service Audit / User Evaluation



OUTCOMES

Quality Standard	Indicators	Sources of Evidence
<ul style="list-style-type: none">• The Job Seeker finds and sustains a paid job in the ordinary labour market.	<ul style="list-style-type: none">• There is a valid and stable contract of employment agreed by employee and employer.• The contract of employment reflects the job seeker's preferences for working days, hours, holidays, work patterns and rate of pay.• The employee receives the same rate of pay and benefits as other employees doing the same job.• The employee remains in the job for a minimum six months.	<ul style="list-style-type: none">• Service Audit• User Evaluation• Service Audit• Service Audit
<ul style="list-style-type: none">• The employee is a valued colleague and a full member of the workplace team.	<ul style="list-style-type: none">• The employer and colleagues provide a range of 'natural supports'.• The employee experiences a good relationship with colleagues.• The employee has opportunities to be involved in 'out of work' activities with colleagues.	<ul style="list-style-type: none">• Employer / User Evaluation / Audit• User Evaluation• User Evaluation
<ul style="list-style-type: none">• The employee has opportunities for career development.	<ul style="list-style-type: none">• As the employee's skills develop, career development and enhancement opportunities are explored.• The employee is supported to consider internal and external career development opportunities.• Supports to participate in training and career development opportunities are provided.	<ul style="list-style-type: none">• User Evaluation• Employer Audit• User Evaluation• Service Audit• User Evaluation