

Quality Standards for the European Union of Supported Employment

Evaluation Tool



Drafted by



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English versión (2015)

CITATION

Jordán de Urrías, F. B. (2005) **Quality Standards for the European Union of Supported Employment. Evaluation Tool**. Salamanca: Instituto Universitario de Integración en la Comunidad (INICO), Universidad de Salamanca. (English versión in 2015)

With the Collaboration of the Spanish Association of Supported Employment



Translation by the Irish Association of Supported Employment



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Equality standards for supported employment and the model, ethics and principles used in this document are the result of work undertaken by a group of international experts, members of the European Union of Supported Employment's Executive Committee. The Group carried out its work within the framework of a project financed by the European Union.

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This evaluation tool was produced by Borja Jordán de Urrías in the Institute of Community Integration (INICO) (*Instituto Universitario de Integración en la Comunidad*) from the University of Salamanca under the Supported Employment Programme Evaluation process from the Department of Family & Social Affairs of Madrid, and developed by the INICO team comprising of:

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References used in the production of this tool were:

- EUSE. (2005). *Information Booklet & Quality Standards*. Derry (Northern Ireland): European Union of Supported Employment
- Fernandez, S. (Director). (1999). *Guide for the integration of people with disabilities into the workplace*. Madrid: IMSERSO.

During the production of this document collaboration from Salvador Martínez (ASPANDEM - AESE) and Amelia Martínez (Proyecto Trébol - AESE) was significant.

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THEORETICAL FRAMEWORK

The Process of Supported Employment

Supported Employment is a dynamic process driven by the individual

This is a process within which five different stages have been identified. These stages are an accepted best practise model and form part of the general framework of Supported Employment. Each of these stages comprises of a wide range of activities, some of which are specific to a particular disability while others are more general and can be applied to many disadvantaged groups. Throughout all stages and activities the service providers should pay particular attention to the time given to each one in relation to the characteristics, needs, demands and wishes of the service users, aiming to be dynamic and not to waste the service user's time

First Stage – Introduction to the Supported Employment Service

This stage probably contains the widest range of activities, the majority of which are specific not only to different groups of disabilities but also to individuals from any disadvantaged group. There are two fundamental values that govern this stage. These are, in the first instance, providing accessible information in an appropriate manner, and in the second instance, assisting the individual to use this information and ultimately make an informed decision.

The activities included at this stage must be appropriate and relevant to the individual. Furthermore, they must form part of an agreed personal plan with the ultimate aim of assisting the individual into the labour market. At the end of this stage it is expected that the individual will be able to make an informed decision about whether or not he/she wishes to use Supported Employment as a means of securing employment, and in the case of choosing to do so, whether or not he/she wishes to use this particular service provider.

Second Stage – Developing a Professional Profile

The activities in this stage are aimed at the individual understanding his/her own abilities, including his/her strengths and weaknesses. The final result is a detailed profile of work related issues which will play an important role in the later stages of the process. Supported Employment provides job seekers with the opportunity to choose a position compatible with their interests, ambitions, needs, current situation and previous experience. This planning process is focused on empowerment, encouraging the participant to make his/her own career decisions and designing his/her own career path while taking into account his/her interests and ambitions. In short, at this stage of the planning the focus should be centred on the individual.

Third Stage – Finding Employment

The search for employment is an important stage in that the activities included in this stage can influence employers and consequently guarantee employment for job seekers. Given that there is no ideal method of finding employment the Supported Employment Services should utilise those activities that best meet the needs of the individual in question. Although it is not for the service provider to decide who should and should not seek employment, the client should always maintain control of the activities, while being adequately prepared by the service provider to make informed decisions. Despite there being effects associated with a disability or any other disadvantage, the process must remain with the customer, while the role of the Supported Employment is to guide and provide advice. There are of course a number of methods that can be useful in finding a suitable job or company. They are as follows:

- Compiling a *Currículum Vitae*.
- Responding to advertised jobs
- Writing to companies.
- Cold calling companies to offer yourself as a worker.
- Taking part in trials (although these have a time limit).
- Establishing contacts with employers.
- Creating jobs through the Supported Employment agency.

Fourth Stage – Employer Engagement

The activities at this stage depend on the level of engagement from the employer and on how relationships develop. It should be noted that this is the stage in which a specific offer of employment is made and it is therefore assumed that there will be a meeting between the employer and a representative from the Supported Employment Company (also presumably attended by the person in search of employment).

Possible subjects discussed during this meeting include:

- Skills and experience required by the employer
- Hours of work
- Employment terms and conditions
- Workplace culture
- Supports required by the jobseeker
- Supports available from the Supported Employment company
- Supports available from the employer and employees
- Confidentiality
- Awareness training for the employer and employees
- Health and Safety requirements
- Availability of Governmental funding and supports
- Guidance & advice for the employer with regard to his legal obligations and responsibilities.

Fifth Stage – Personnel supports inside and outside the place of work

The level, amount and type of supports given to an individual will depend on his/her requirements, capabilities and employment situation. In any case, the provision of supports is an essential element of supported employment and will therefore be present in all stages of the process. Professional supports should be gradually reduced and substituted with support from co-workers. Both the level of support given and the substitution strategy must be reviewed and planned together with the co-workers, the employer and the individual.

The supports offered inside and outside of the workplace empower the individual, offering him the opportunity to learn and perform adequately, to be part of a team and to contribute to the workplace culture, as well as helping him to progress in his chosen career. Furthermore, it equips the company with a support mechanism and offers the employees new knowledge and a greater level of understanding. All this in turn contributes to the development of natural (intrinsic) supports in the workplace.

The entire package of supports should be centred on the individual, and should also be flexible. An example of such could be as follows

Supports in the workplace:

- Providing help and support with social skills.
- Designating a mentor/co-worker.
- Identifying and learning the workplace culture.
- Assisting the client in adapting to the workplace.
- Providing assistance to the employer and co-workers.
- Identifying the work practices and customs.
- Identifying career advancement opportunities.

Supports outside the workplace:

- Solving practical problems (transport, work dress, etc.).
- Dealing with workplace interpersonal relationships.
- Providing assistance with social welfare applications.
- Maintaining contact with Healthcare professionals and Social Workers.
- Listening and advising the client on any matters that may arise.

Assisted Employment Outcomes

The primary objective of Assisted Employment is to guarantee the individual a job that will meet his needs and fit his aptitude and abilities in an equal and secure workplace. It is imperative that the individual feels the job is important, is worth doing and has meaning for him. Furthermore, the job should be conducive to social inclusion.

The individual is assured a paid job:

- In the open labour market.
- In an integrated work environment.
- With an appropriate work contract agreed by both the individual and the employer.
- With an identical salary to others working in the same job.
- With the same job security as other employees.

The individual is assured a good choice of job:

- The individual has a job suited to his ambitions and skills.
- The position is a genuine job, with clearly defined tasks and subject to the same revisions and evaluations as other co-workers.
- The workplace provides adequate job satisfaction, personal and social development opportunities and meets the workplace health and safety legal requirements.
- The job provides adequate opportunity for career progression.

The individual is considered to be a valued member of the team:

- Both co-workers and the employer consider the individual to be a valuable team member and is involved in all social activities.
- The company is satisfied with the worker-job pairing and invests adequate time and resources so that co-workers can help the individual to develop skills within his role.
- The individual experiences and builds positive relationships with co-workers.
- Natural supports are developed within the workplace to enable the individual to be independent from Supported Employment, and the individual makes his own decisions regarding necessary supports.

Code of Ethics for Supported Employment Professionals

The European Union of Supported Employment has developed a Code of Ethics outlining the principles and obligations required in the provision of services by Supported Employment professionals. These principles are not only a guide for those working in this area but can also be used as a tool for self-assessment or for quality improvement. Furthermore, the Code of Ethics establishes the foundations on which supported employment is built and on which the everyday work practices are developed by professionals in the sector. Moreover, the aim of this Code is to provide both general principles and guidelines for a diversity of situations and activities in relation to the delivery of supported employment services.

General Principles

Professional Competence

Supported employment professionals must maintain an optimum level of competency in their work. Hence they must be aware of the need to continually update themselves in the most important areas of the sector, be responsible for their own professional development including consulting and exchanging information with other professionals regarding best practice, and professional and technical development.

Integrity

Supported Employment professionals must be honest, just and respectful to others in their duties. Furthermore, Supported Employment professionals must carry out their activities in a way that inspires trust and confidence.

Opportunity & Equality

Supported Employment professionals must respect the rights, dignity and worth of all parties involved. Under no circumstances should they discriminate against anyone on the grounds of gender, age, religion, ethnicity, political beliefs, disability, sexual orientation, health, dependency or social status. Likewise, they must be sensitive and receptive to the different individual's needs and cultures, giving equal opportunities to all individuals.

Social Responsibility

Supported Employment professionals must always be aware of the impact they may have on individual's lives, as well as in the communities where they live and work. Therefore, these professionals must accept the responsibility of contributing to social inclusion through employment

Confidentiality

Supported Employment professionals have an obligation to ensure all sensitive/confidential information is protected. Therefore, any use of information must be previously agreed with the individual and a strictly professional relationship must be maintained at all times.

Empowerment & Self-Advocacy

Supported Employment professionals have an obligation to actively promote maximum participation and autonomy of decision making and in general in all individuals during the supported employment process.

Ethical Guidelines

Competence – General Awareness

The professionals must be able to demonstrate knowledge and a general awareness of supported employment activities including:

- The factors that contribute to the development of supported employment such as the difference between supported employment, segregated employment and other services.
- The definition and characteristics of supported employment and the values that support it.
- The importance of making well-informed decisions, self-determination and active participation during the supported employment process.
- The functions and responsibilities of all parties involved in the assistance and provision of employment opportunities.
- The rights and responsibilities of supported employment individuals and identifying best practise in the supported employment process.

Developing a Personal Profile

Supported employment workers must be capable of developing a personal profile, assessments and a career plan that will adapt to the individual's interests including:

- Developing an effective and adequate professional assessment together with the individual.
- Adopting, through all stages of the supported employment process, a strategic plan that is centred on the individual and which includes developing a professional profile.
- Consider the possibility of facilitating on-the-job assessments through work experience placements and job tasters.
- Helping individuals to identify their career objectives and to develop a realistic career plan with the aim of maximising their potential.
- Develop alliances with other agencies, organisations and appropriate networks with the aim of furthering professional development.

Job Searching and Marketing

During the supported employment process professionals must be able to apply a range of effective job search techniques including:

- Creating an effective marketing strategy for supported employment.
- Producing appropriate marketing materials for companies.
- Recognising and using formal and informal job searching methods.
- Understanding the local labour market and the workplace culture.
- Identifying the needs of the companies.
- Making contact with employers in a professional manner.

- Helping individuals to compete in the open labour market by highlighting their strong points, skills and abilities.
- Paying attention to negotiations regarding employment terms and conditions / employment contract and ensuring they meet current regulations.
- Knowing and understanding current labour-related legislation.

On and Off the Job Training and Supports

Supported employment professionals must be capable of providing support to individuals both on and off the job through activities including:

- Identifying and addressing the support needs of individuals in the workplace.
- Analysing and determining methods for creating natural supports in the workplace.
- Developing supports in the workplace and identifying and addressing the needs of the employers and other co-workers.
- Providing a range of support techniques both in and out of the workplace.
- Providing advice and support to both employee and employer regarding workplace aids, adaptations and ergonomics.
- Helping the individual to recognise and adopt the social behaviour and culture in the workplace.
- Maximising job performance and social inclusion.

Continued Support

Supported employment professionals must be capable of providing or locating the resources necessary to ensure long-term support to individuals in the workplace including:

- Identifying long-term support sources and funding.
- Securing a written agreement from the individual and the employer regarding support services provided.
- Evaluating and reviewing the quality and relevance of the services provided to individuals and employers.
- Creating a network of supports to ensure the individual's personal career needs are met.

Managing Welfare Benefits

Supported employment professional must be able to provide information and guidance to individuals and employers in relation to relevant state aid and any other type of financial issues including:

- Informing the individual and the employer about existing welfare benefits and also the financial implications of their decisions.
- Helping the individual to calculate welfare benefits so that they can make informed decisions.
- Keeping up to date on the general legislation in relation to welfare benefits.
- Establishing networks with other organisations, especially those that provide information and advice on state payments.

Organisational Awareness

Supported employment professionals must be familiar with the mission, roles, aims and activities of their organisation. This implies:

- Understanding their roles and responsibilities within the organisation.
- Recognising the role, and limits of the organisation in relation to supported employment.
- Working as part of a team with the aim of achieving the organisation's objectives.
- Contributing to system changes within the Community where the organisation operates.
- Commit to excellence in the workplace.

Framework of Quality Standards for Supported Employment Services

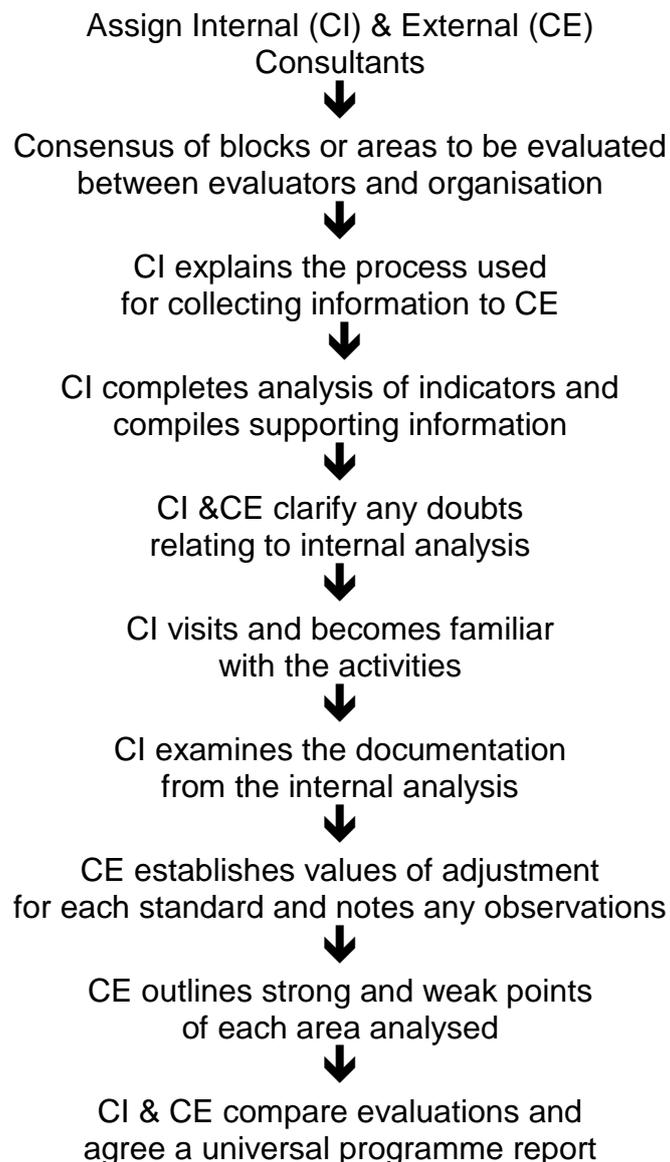
The dictionary defines 'Quality' as 'a degree or standard of excellence'. This definition is consistent with the European Union of Supported Employment's aim of providing its services with a guiding framework of minimum standards, or best practise, which is transferable across the entire European Union. This framework aims to provide a benchmark which will allow improved quality and development of the Services.

The standards listed here not only incorporate best practise undertaken by European Union members but they also provide a framework for self-assessment and external examination and target setting for continued improvement of its services. The framework defines Supported Employment and the characteristics of the model, while also establishing the standards of excellence that all Service Providers in Europe will aspire to.

Over the last twenty years the Supported Employment model has experienced rapid growth. In this context the EUSE Executive Committee believes that the time has come to create a standardised guide that will establish benchmarks of excellence and at the same time create a common language across Europe.

INSTRUCTIONS FOR APPLYING THE TOOL

There are two figures that must be highlighted, The Internal Consultant and the External Consultant. The first is someone assigned by the programme members to evaluate the programme standards and compile the supporting information that justifies the evaluation. The second, a member of the Evaluation Committee, will evaluate the programme with the information provided by the Internal Consultant. Afterwards, adjustments are made between both evaluations and agreements reached. The steps for carrying out the evaluation are listed below:



a) Step 0: Assigning Consultants

Those responsible for the centre or programme will designate one of their own members as an Internal Consultant. The Evaluation Committee will assign an External Consultant who will act as an interviewer or dialogist for the programme and will develop the evaluation and advise the Internal Consultant.

b) Step 1: Choosing the blocks for analysis

The Internal Consultant, advised by the External Consultant, chooses the areas to be evaluated depending on the programme itself. It is recommended that a complete evaluation is carried out on the three blocks.

The structure of the tool, divided into three blocks, is as follows (the number of indicators for each standard is in brackets)

Block 1 THE ORGANISATION

- 1.1 Commitment to quality service (13)
- 1.2 Involvement of beneficiaries (3)
- 1.3 Promoting the rights of the disadvantaged (5)
- 1.4 Competent workers at all levels (8)

Block 2 THE PROCESS

First Phase: Initial Contact

- 2.1 The individual received all the necessary information (7)

Second Phase: Professional Profiling

- 2.2 Use of person-centred approach (6)
- 2.3 Helping individuals to make realistic decisions (6)
- 2.4 Developing a flexible personal plan (9)

Third Phase: The search for employment

- 2.5 Training and supports for finding employment (4)
- 2.6 Assistance in finding the best possible job (6)

Fourth phase: Employer engagement

- 2.7 Helping the employer to find the right person (12)

Fifth phase: On and off the job supports

- 2.8 Appropriate and effective supports (8)

Block 3 OUTCOMES

- 3.1 Finding and keeping regular employment (4)
- 3.2 The employee is valued and accepted (3)
- 3.3 Providing opportunities for professional development (3)

c) Step 2: Internal Evaluation Procedure

The Internal Consultant will respond to the generic question for each indicator; DOES THE PROGRAMME COMPLY WITH THE INDICATOR MEASURE AND ACTIONS?

YES	NO	N/A

The Internal Consultant will provide the necessary material to back-up the response indicated. This will be from suggested supporting material for each indicator or any other sources deemed appropriate.

d) Step 3: Information meeting

Both consultants will meet with those responsible for the programme in order to clarify any doubts they may have. They will visit the centre where the core activities take place.

The External Consultant will fill out the EVALUATION SHEET with the help of the Internal Consultant.

e) Step 4: External Evaluation

The External Consultant will independently compare the documentation and any observations made for each standard selected and establish a level of adjustment for all standards.

STANDARD ADJUSTMENT LEVEL			
3	2	1	N/A

- 3: maximum adjustment to the standard meeting 100% of indicators
- 2: medium adjustment 50% of indicators met
- 1: minimum adjustment, at least one of the indicators
- N/A: Standard not applicable

This is noted in the ADJUSTMENT PROFILE. The External Consultant can also note other observations on the most relevant indicator of each standard. These notes will be incorporated into the Global Evaluation Report at a later stage.

f) Step 5: Comparing and agreeing results

The two consultants exchange information and agree the outcomes, drafting a GLOBAL EVALUATION REPORT with the necessary recommendations which will be submitted to the organisation and the evaluation promoters.

1.- THE ORGANISATION

BLOCK 1 EVALUATION DOCUMENTATION

STANDARD 1.1

The Organisation's Management & Administration are committed to providing a high quality service.

INDICATOR 1.1.1

YES	NO	N/A

Develop a Mission based on integrated employment principles, social inclusion and 'zero' exclusion.

Backup documentation

- *Organisation's Mission Statement must include Declaración de Misión de la Organización fundamentalmente tendrán que presentarse los documentos que contemplen la misión.*
- *External or internal Audit/ Evaluation.*
- *Surveys and/or interviews from interested groups (technical, users etc.).*

INDICATOR 1.1.2

YES	NO	N/A

The Organisation promoting supported employment must have policies and procedures in place to ensure equal opportunities, a safe and healthy environment and the protection of the rights of all individuals.

Backup documentation

- *External or internal Audit/ Evaluation.*
- *Risk Assessments.*
- *Job Analysis.*
- *Suitable systems of work in place.*

INDICATOR 1.1.3

YES	NO	N/A

Develop a strategic plan with short, medium and long-term goals for the continued development of services

Backup documentation

- *Strategic Plan or equivalent document outlining the plan for the future.*

INDICATOR 1.1.4

YES	NO	N/A

Use a system of continuous evaluation and improvement in all services but specifically in supported employment services.

Backup documentation

- *Evaluation, Audit/Evaluation Reports, Self-Assessment.*
- *Analysis of results and corrective measures.*
- *Staff performance evaluation reports.*
- *Qualitative and Quantitative data collection systems.*
- *Surveys and/or interviews (technical, users, etc.)*

INDICATOR 1.1.5

YES	NO	N/A

Collect and analyse data regarding levels of satisfaction and effects on service users, staff and other interested parties, cost efficiency and other variables related to the process and its results.

Backup documentation

- *Annual Management reports outlining methods used and results obtained..*
- *Qualitative and quantitative data collection and analysis systems.*
- *Surveys and/or interviews from interested parties (technical, users, etc.)*

INDICATOR 1.1.6

YES	NO	N/A

The organisation, and in particular the supported employment service promotes and facilitates a learning culture that is creative, innovative, encourages risk taking in decision making and where users and staff alike are valued.

Backup documentation

- *Annual Training Plan.*
- *Minutes of staff meetings and client meetings.*
- *Staff roles.*
- *Tasks to be delegated – or that have been delegated.*
- *Training Plan.*
- *Job enrichment (service history - evolution).*

INDICATOR 1.1.7

YES	NO	N/A

There is a system in place for the creation, allocation and monitoring of financial resources that will guarantee the security of the organisation in the long term and that satisfies the needs of all.

Backup documentation

- *Financial Reports: budgets and budget monitoring plan*
- *Internal or external business plan / audit / evaluation*
- *Medium and long term development plan*
- *Identification of sources of funding*
- *Prediction of the evolution of resources and identification of alternative sources*
- *Cost reduction policy.*

INDICATOR 1.1.8

YES	NO	N/A

Informing users of all options available.

Backup documentation

- *Welcome pack and personal development options.*
- *Documents that users receive (advertising, dossier, leaflets etc.)*
- *Beneficiary evaluation surveys*
- *Document output records.*

INDICATOR 1.1.9

YES	NO	N/A

There is a data protection and confidentiality system in place.

Backup Documentation

- *Internal or external audit service.*
- *Compliance with data protection legal requirements.*
- *Reporting authorisation system.*
- *Document collection and delivery records.*
- *System for the protection of media (computer, paper, etc.) and confidential document filing system.*

INDICATOR 1.1.10

YES	NO	N/A

Guarantee of equal opportunity, equal participation and non-discriminatory practises in all aspects of its services and in supported employment in particular.

Backup documentation

- *Internal or external audit service.*
- *Specific welcome pack and claims registration.*
- *Quality Manual.*
- *Description of the processes and procedures referred to in the quality manual*
- *System of access to services.*

- *Users' surveys.*
- *Contracts, claims, demands, etc.,*

INDICATOR 1.1.11

YES	NO	NA

There is a user service agreement

Backup documentation

- *Internal or external audit/evaluation service*
- *Records of participation and service agreements*
- *Beneficiary surveys (families, companies, users,)*

INDICATOR 1.1.12

YES	NO	NA

Maintain employment plans with extensive knowledge of the labour market.

Backup documentation

- *Extensive market analysis.*
- *Planning prospective employment based on opportunities available.*

INDICATOR 1.1.13

YES	NO	NA

Record the trends in the local market and take action according to these

Backup documentation

- *Internal or external audit/evaluation service*
- *Market research*
- *Studies that may arise (own or others)*
- *Information documents available*
- *Other information sources gathered through minutes of meetings*
- *Other contacts, meetings, etc. (associations, employers, etc.)*
- *Subscriptions to journals, magazines or other*

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 1.1				STANDARD OBSERVATIONS 1.1
3	2	1	NA	

STANDARD 1.2

The organisation recognises, encourages and values the involvement of all stakeholders in the programme (users, professionals, employers) in the planning and decision making processes at all levels

INDICATOR 1.2.1

YES	NO	NA

There is a policy and a comprehensive plan to involve all that is representative of all those involved in the supported employment process as well as at all levels of disadvantage.

Backup documentation

- *User Policy & Plans.*
- *Internal or external audit/evaluation service.*
- *Established method of communication such as: suggestion box, surveys, and demand records.*
- *Records of interviews of those involved*
- *Minutes of meetings.*

INDICATOR 1.2.2

YES	NO	NA

Groups of users are encouraged to participate in the planning and decision making at all levels of the organisation.

Backup documentation

- *Minutes of the user groups.*
- *Quality Circles (cross-functional troubleshooting teams)*
- *Improvement teams.*
- *Minutes of these meetings.*

INDICATOR 1.2.3

YES	NO	NA

Periodically user feedback will be sought, including complaints and suggestions, in relation to their experiences of the services.

Backup documentation

- *User evaluations.*
- *Internal or external audit/evaluation service.*
- *Complaints book.*
- *Suggestion box.*
- *Demands or requests*
- *Evaluation survey records.*

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 1.2				STANDARD OBSERVATIONS 1.2
3	2	1	NA	

STANDARD 1.3

The organisation is committed to protecting and promoting the rights of all disadvantaged individuals.

INDICATOR 1.3.1

YES	NO	NA

The organisation has a Constitution that is accessible to all.

Backup documentation

- *Internal or external evaluation service.*
- *Documents contained in the Constitution.*
- *Documents containing the organisation's ethical principles: the Mission, Vision and Values of the organisation.*
- *Quality management and Total Quality or Excellence plan*

INDICATOR 1.3.2

YES	NO	NA

The organisation respects the constitution in all its aspects.

Backup documentation

- *User evaluations.*
- *Quality Manual (the processes and procedures adhering to the constitution)*

INDICATOR 1.3.3

YES	NO	NA

During the provision of services all personal and confidential information is protected.

Backup documentation

- *Internal or external audit / evaluation service.*
- *Policies and procedures adhering to data protection laws.*
- *Detailed description of procedures*
- *Methods used.*

INDICADOR 1.3.4

YES	NO	NA

The rights of the individual to express his/her beliefs and opinions and to make decisions at every levels is respected at all times.

Backup documentation

- *User evaluations.*
- *Description of decision making processes.*
- *Records of work interviews or interventions.*
- *Personal plan signed by the user.*

INDICATOR 1.3.5

YES	NO	NA

Individuals are provided with all supports necessary to understand their labour rights.

Backup documentation

- *Internal or external audit / evaluation service.*
- *Necessary supports as per the Personal Plan.*
- *Surveys evaluating the service and the professionals.*
- *Register of supports.*

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 1.3				STANDARD OBSERVATIONS 1.3
3	2	1	NA	

STANDARD 1.4

A high quality service is offered by a variety of competent and professional workers at all levels of the organisation

INDICATOR 1.4.1

YES	NO	NA

The organisation has a recruitment and retention policy that favours the selection and maintenance of high-quality personnel

Backup documentation

- *Evaluation and results of Personnel and Users' needs.*
- *Internal or external audit / evaluation service.*
- *Professional profiles for all staff.*
- *Common recruitment systems.*
- *Incentive and training programmes, etc. – job stability.*

INDICATOR 1.4.2

YES	NO	NA

The organisation offers a variety of jobs which demonstrate a firm commitment to the principles of supported employment, such as the principle of integrated employment and supports in the community.

Backup documentation

- *Company organizational chart.*
- *Job descriptions.*
- *Staff surveys.*
- *Target evaluations.*

INDICATOR 1.4.3

YES	NO	NA

Every job in the organisation has clearly defined roles and responsibilities.

Backup documentation

- *Job descriptions / specifications.*
- *Self-assessment systems.*
- *Personnel evaluations.*
- *Minutes of meetings by department.*

INDICATOR 1.4.4

YES	NO	NA

The organisation maintains a staff / user ratio that is adequate and secure

Backup documentation

- *Internal or external audit / evaluation service.*
- *A user / staff / services / results balance.*

INDICADOR 1.4.5

YES	NO	NA

The organisation offers good conditions of employment to all employees.

Backup documentation

- *Staff evaluations*
- *Contracts*
- *Remuneration and incentive policy*

INDICATOR 1.4.6

YES	NO	NA

The organisation guarantees periodic performance reviews for all staff, as well as providing the supports necessary for all staff to meet their obligations and achieve the desired results

Backup documentation

- *Performance reviews and monitoring records.*
- *Description of means and resources available.*
- *System for maintaining up-to-date training methods and materials.*

INDICATOR 1.4.7

YES	NO	NA

The organisation ensures regular access to training and professional development opportunities.

Backup documentation

- *Training and professional development records.*
- *Training plan.*
- *Training budget.*

INDICATOR 1.4.8

YES	NO	NA

Staff have opportunities for advancement and promotion at work in accordance with their skills and abilities.

Backup documentation

- *Staff Appraisals*
 - *Analysis of staff potential.*
 - *Forecasts of programme growth.*
 - *Systems or processes for job enrichment.*
 - *Staff profile reports.*
-

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 1.4				STANDARD OBSERVATIONS 1.4
3	2	1	NA	

2 - THE PROCESS

First phase: Initial contact

SUPPORTING DOCUMENTATION FOR EVALUATING BLOCK 2 First Phase

STANDARD 2.1

The disadvantaged person receives all information necessary to make an informed decision on whether he/she wishes to avail of Supported Employment services.

INDICATOR 2.1.1

YES	NO	NA

The service is located in a building that can be accessed by the individual without compromising his/her dignity, and at the same time feel integrated in the community.

Backup documentation

- *Internal or external audit / evaluation service.*
- *Initial contact process / meet and greet policy.*
- *User evaluations.*
- *Location map.*
- *Plans of the building and / or photographs of the facilities.*
- *Architectural barriers.*
- *Means of transport for gaining access if required.*

INDICATOR 2.1.2

YES	NO	NA

A member of staff greets and guides the individual in a friendly, respectful and positive manner.

Backup documentation

- *User evaluations: satisfaction questionnaire or survey.*
- *Organisational chart.*
- *Quality Manual: description of processes.*
- *Place where first contact is made.*

INDICATOR 2.1.3

YES	NO	NA

A member of staff determines the individual's communication needs and provides the supports necessary to meet these needs.

Backup documentation

- *User evaluation.*
- *Initial contact process / meet and greet policy.*
- *Organisational chart.*
- *Quality manual: description of processes.*
- *Provision of different options to eliminate communication barriers (alternative communication systems, sign language, language translators, etc.)*

INDICATOR 2.1.4

YES	NO	NA

The person controls the meeting details such as the date, time, participants and agenda.

Backup documentation

- *User evaluation.*
- *Initial contact process / meet and greet policy*
- *Quality manual: description of training programmes.*
- *Circulars and other communication methods.*
- *Meeting agenda.*

INDICATOR 2.1.5

YES	NO	NA

The individual receives all supports necessary in order to ask questions and also to express his / her opinion.

Backup documentation

- *User evaluations.*
- *Initial contact process / meet and greet policy.*
- *Quality manual: process descriptions – accessibility of staff.*
- *Interview records: number of interviews, who requested them, etc.,*
- *Suggestion box.*
- *Personal and support material available.*

INDICATOR 2.1.6

YES	NO	NA

The individual has access to all information available in relation to the service, the supported employment process and the local job market.

Backup documentation

- *Internal or external audit / evaluation service.*
- *Initial contact process / meet and greet policy.*
- *User evaluations – evaluation surveys.*
- *Printed documents, campaigns, information circulars and other similar documents.*

INDICATOR 2.1.7

YES	NO	NA

The service furnishes all individuals with a service agreement

Backup documentation

- *Internal or external audit / evaluation service.*
 - *Personal plan of supports.*
 - *Documents outlining the characteristics of the service.*
 - *Contract.*
-

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 2.1				STANDARD OBSERVATIONS 2.1
3	2	1	NA	

Second phase: Professional Profile

SUPPORTING DOCUMENTATION FOR EVALUATING BLOCK 2 Second Phase

A large, empty rectangular box with a thin black border, intended for students to provide supporting documentation for their evaluation.

STANDARD 2.2

Use of a person-centred approach in collecting information in relation to the ambitions, interests and skills of the individual

INDICATOR 2.2.1

YES	NO	NA

All meetings take place in a private and accessible location where the individual can communicate with ease.

Backup documentation

- *User evaluations - surveys.*
- *Locations (layout and location of the building and room).*
- *Maps, photographs and descriptions of the location.*

INDICATOR 2.2.2

YES	NO	NA

The communication and feedback methods used suit the needs and communication skills of the individual, and adequate communication supports are made available to meet those needs.

Backup documentation

- *User evaluations.*
- *Initial contact process / meet and greet policy.*
- *Quality manual, description of processes and procedures.*
- *Record of interviews.*
- *Inventory or description of resources and staff available to the organisation for these purposes.*

INDICATOR 2.2.3

YES	NO	NA

The individual is helped to understand the purposes of providing information

Backup documentation

- *User evaluations - surveys.*
- *Record of interviews.*
- *Initial contact process / meet and greet policy*

INDICATOR 2.2.4

YES	NO	NA

The individual is aided in identifying people who may be able to assist in the process.

Backup documentation

- *Minutes of meetings.*
- *Record of interviews.*
- *Files of contact persons (supports).*

INDICATOR 2.2.5

YES	NO	NA

The individual is the owner of all information given and therefore the use of this information is not permitted without his / her prior consent.

Backup documentation

- *Internal or external audit / evaluation report.*
- *Initial contact process / meet and greet policy*
- *Data filing system policy.*
- *Document delivery policy.*
- *Register of outgoing documents.*
- *Register of incoming documents.*

INDICATOR 2.2.6

YES	NO	NA

The information submitted is used for creating an individual's professional profile.

Backup documentation

- *Internal or external audit / evaluation report.*
- *Data processing system.*
- *Quality manual: Procedures for collecting, processing and developing the profile*
- *User profile.*

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 2.2				STANDARD OBSERVATIONS 2.2
3	2	1	NA	

STANDARD 2.3

The individual is aided in making realistic and informed decisions about his / her work and future career.

INDICATOR 2.3.1

YES	NO	NA

The individual explores job opportunities suited to his / her interests, skills and needs.

Backup documentation

- *Individual profiles / Action plans.*
- *Initial contact process / meet and greet policy.*
- *Sampling of posts (visits or short experiences of different positions).*
- *Work experience.*

INDICATOR 2.3.2

YES	NO	NA

The individual has access to a range of local employment opportunities.

Backup documentation

- *Training plans.*
- *Itineraries and planned positions: choice and accessibility*
- *Record of jobs offered.*

INDICATOR 2.3.3

YES	NO	NA

Individuals are helped to understand the requirements associated with different jobs and the opportunities they provide for the development of certain skills.

Backup documentation

- *Individual Profiles / Action Plans.*
- *Description of actual and specific jobs.*
- *Profile of job adjustment.*

INDICATOR 2.3.4

YES	NO	NA

Individuals are afforded the opportunity to experience the job for a limited time (with the necessary supports) for the purpose of helping them to come to an informed decision.

Backup documentation

- *Individual Profiles / Action Plans*
- *The organisation relies on training experience through inclusion.*
- *Work experience in a company.*

INDICATOR 2.3.5

YES	NO	NA

Individuals are given opportunities and supports that help empower them and develop their decision-making skills.

Backup documentation

- *User evaluations.*
- *Personal plan.*
- *Decision making procedures.*
- *Minutes of self-help group meetings.*

INDICATOR 2.3.6

YES	NO	NA

Individuals are helped use their own knowledge and experience in making decisions

Backup documentation

- *User evaluations.*
- *Profile of adjustment to job*
- *Interview procedures.*

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 2.3				STANDARD OBSERVATIONS 2.3
3	2	1	NA	

STANDARD 2.4

A personal and flexible career plan is developed for all job seekers

INDICATOR 2.4.1

YES	NO	NA

The plan is developed in a usable format and in accordance with the individual

Backup documentation

- *User evaluations.*
- *User-friendly personal career plan in writing and signed by the user*
- *Career plan design procedures.*

INDICATOR 2.4.2

YES	NO	NA

The individual is supported throughout the entire career plan development process

Backup documentation

- *User evaluations*
- *Available support personnel.*
- *Support materials.*

INDICATOR 2.4.3

YES	NO	NA

The interests, ambitions and skills of the individual are reflected in all aspects of the plan.

Backup documentation

- *User evaluations.*
- *Worker profile.*
- *The Plan*

INDICATOR 2.4.4

YES	NO	NA

The plan sets out the employment goals and objectives and outlines options for achieving these

Backup documentation

- *Internal or external audit / evaluation report.*
- *The Plan.*

INDICATOR 2.4.5

YES	NO	NA

The plan clearly defines the supports and resources required by the individual in order to reach his / her employment goals.

Backup documentation

- *Internal or external audit / evaluation report*
- *The Plan.*
- *A list of supports and resources.*

INDICATOR 2.4.6

YES	NO	NA

The plan identifies other suitable people who can help the individual reach his / her employment aims and objectives.

Backup documentation

- *Internal or external audit / evaluation report.*
- *The Plan.*
- *List of support people and their functions.*

INDICATOR 2.4.7

YES	NO	NA

The individual is helped to become the person driving his / her own career plan

Backup documentation

- *User evaluations.*
- *Personal career plan.*
- *Minutes of meetings.*
- *Quality and procedures manual*

INDICATOR 2.4.8

YES	NO	NA

The plan includes a reasonable timescale and is open to possible revision or amendment.

Backup documentation

- *Internal or external audit / evaluation report.*
- *Time scale of actions.*

INDICATOR 2.4.9

YES	NO	NA

Each individual has a signed copy of his / her plan, and it is he / she who decides who else will receive a copy.

Backup documentation

- *User evaluations.*
 - *Quality and procedures manual*
-

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 2.4				STANDARD OBSERVATIONS 2.4
3	2	1	NA	

Third phase: Finding employment

SUPPORTING DOCUMENTATION FOR EVALUATING BLOCK 2 Third Phase

A large, empty rectangular box with a thin black border, intended for students to provide supporting documentation for their evaluation of the third phase.

STANDARD 2.5

The individual is provided with training and supports for finding employment.

INDICATOR 2.5.1

YES	NO	NA

The individual can avail of training opportunities and supports when carrying out activities related to job searching.

Backup documentation

- *User evaluations - Surveys.*
- *Record of interviews.*
- *Training plan.*
- *Job search techniques.*
- *Job search procedures*
- *Available supports.*

INDICATOR 2.5.2

YES	NO	NA

The individual controls his / her level of participation in job applications and recruitment.

Backup documentation

- *User evaluations - surveys.*
- *Quality manual: decision making procedures*
- *Monitoring reports.*
- *Description of training programmes, and in particular the methodologies used.*
- *Supports received.*
- *Minutes of self-help group meetings.*

INDICATOR 2.5.3

YES	NO	NA

The individual is helped, irrespective of the level of disadvantage, to participate to the maximum in his / her job as well as with the company contacts.

Backup documentation

- *User evaluations - surveys*
- *Quality manual: decision making procedures*
- *Monitoring reports*
- *Description of training programmes, and in particular the methodologies used.*
- *Supports received*
- *Minutes of self-help group meetings.*
- *Job searching techniques*
- *Minutes of interviews with the employer.*

INDICATOR 2.5.4

YES	NO	NA

Individuals are helped and prepared for negotiating employment conditions with the employer that are suitable for their needs.

Backup documentation

- *Internal or external audit/evaluation report / User evaluations - surveys.*
- *Quality manual: decision making procedures*
- *Description of the Training programme, and particularly the methodologies used*
- *Supports received.*
- *Minutes of self-help group meetings*
- *Job searching techniques.*
- *Record of visits to the employer.*

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 2.5				STANDARD OBSERVATIONS 2.5
3	2	1	NA	

STANDARD 2.6

The individual is helped to find the best possible job.

INDICATOR 2.6.1

The agency establishes contacts with local employers, is a member of local business groups and attends events organised by them.

YES	NO	NA

Backup documentation

- *Internal or external audit / evaluation report.*
- *Documents belonging to associations: Invoices received.*
- *Log of activities.*
- *External communication process / results.*
- *Forums.*

INDICATOR 2.6.2

The various job search activities are subject to continuous revision and development.

YES	NO	NA

Backup documentation

- *Internal or external audit / evaluation report.*
- *Performance reports on the staff involved.*
- *Review or assessment of results.*
- *Marketing strategies.*
- *Procedures review.*
- *Work meeting minutes.*

INDICATOR 2.6.3

The Job specification and Marketing plan reflect the current trends at local and regional level, and include a plan for developing training and employment opportunities.

YES	NO	NA

Backup documentation

- *Internal or external audit / evaluation report.*
- *Current labour market reports available.*
- *Strategies for growth and diversification of jobs*
- *Training plan.*

INDICATOR 2.6.4

YES	NO	NA

An appropriate job is identified for the individual by making use of professional profile and workplace analysis.

Backup documentation

- *Internal or external audit / evaluation report.*
- *Job analysis and procedures' documents*
- *A system for the documentation and review of professional profiles.*
- *System for recruiting and selecting candidates (profile / job matching).*
- *User evaluations - surveys.*
- *Internal or external review surveys by companies*

INDICATOR 2.6.5

YES	NO	NA

The individual is informed immediately of job search results.

Backup documentation

- *Internal or external audit / evaluation report.*
- *User evaluations - surveys.*
- *Timing of the interviews.*
- *Scheduling of dates (Motives for the interview / topics specifically related to the job search / Interview initiative).*
- *Procedure for relaying information.*

INDICATOR 2.6.6

YES	NO	NA

Help is given to the individual in making well-informed decisions regarding existing employment opportunities, while at the same time support is given to move on to the next phase.

Backup documentation

- *User evaluations - surveys.*
- *Record of interviews.*
- *Decision making procedures*
- *Plan for the provision of support and resources available.*

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 2.6				STANDARD OBSERVATIONS 2.6
3	2	1	NA	

Fourth phase: Employer engagement

SUPPORT DOCUMENTATION FOR EVALUATING BLOCK 2 Fourth phase

A large, empty rectangular box with a thin black border, intended for students to provide support documentation for evaluating the fourth phase of the program.

STANDARD 2.7

Help is given to the employer to find the most suitable person for the job.

INDICATOR 2.7.1

YES	NO	NA

The employer's needs, job requirements and workplace are clearly defined in the Employer Profile drawn up by the Supported Employment service.

Backup documentation

- *Employer audit / evaluation report*
- *Job analysis report*
- *Data collection procedures.*
- *Employer's internal procedures (job description and tasks).*

INDICATOR 2.7.2

YES	NO	NA

The functions of the Supported Employment Service are clearly outlined to the employer.

Backup documentation

- *Internal or external audit report.*
- *Document information pack or other relevant documents.*
- *Signed contract of agreement.*
- *Minutes of meetings.*

INDICATOR 2.7.3

YES	NO	NA

Information, awareness and advice is given to the employer in relation to disabilities, handicaps and anti-discrimination issues.

Backup documentation

- *Employer audit / evaluation report*
- *Log of employer activities (meetings, training, etc.).*
- *Record of interviews with company staff.*
- *Schedule of activities.*

INDICATOR 2.7.4

YES	NO	NA

Help and training is given to the staff in the workplace so that they can support the disabled worker thanks to the development of natural support strategies.

Backup documentation

- *Employer audit / evaluation report / User evaluations.*
- *Log of company activities (training, meetings, etc.)*
- *Record of interviews with company staff.*
- *Monitoring reports, training procedures.*

INDICATOR 2.7.5

YES	NO	NA

People who suffer disadvantage are positively promoted by the company.

Backup documentation

- *Internal or external audit / evaluation report*
- *Company incorporation procedures.*
- *Company support procedures.*
- *Procedure for incorporating natural supports.*
- *Communication strategies and product marketing.*
- *Log of company activities (training, meetings, etc.)*
- *Record of interviews with company staff.*
- *Company promotion policy.*

INDICATOR 2.7.6

YES	NO	NA

Help is given to the company to identify new positions through restructuring of existing ones and / or creating new jobs in the company.

Backup documentation

- *Company evaluation - surveys.*
- *Log of company activities in relation to rotation procedures, job enrichment, restructuring of department, etc.,*
- *Company Procedures manual and organisational chart.*

INDICATOR 2.7.7

YES	NO	NA

Individuals suffering disadvantage are helped with awareness raising campaigns within the company.

Backup documentation

- *Company evaluations - surveys*
- *Log of interviews with users.*
- *Training plan: communication and marketing staff / job searching techniques*
- *Quality circles and problem-solving groups.*
- *Development of concrete activities.*

INDICATOR 2.7.8

YES	NO	NA

The company can avail of continued support from the Supported Employment service.

Backup documentation

- *Company audit / evaluation report*
- *Company evaluation - surveys*
- *Record of contacts or calls and meetings.*
- *Company history in relation to supported employment.*
- *Support staff activity report.*

INDICATOR 2.7.9

YES	NO	NA

Opportunities are created for the development of job tasters, work trials and visits to the workplace.

Backup documentation

- *Company evaluation - surveys*
- *Training plan: training or on the job experience, experience in different positions*
- *Strategic contracts.*
- *Other alternatives of volunteerism or collaboration: pre-contract experience.*

INDICATOR 2.7.10

YES	NO	NA

Business to business contacts are established.

Backup documentation

- *Company audit / evaluation report*
- *Information dossier and / or other presentation documents.*
- *Documentation regarding forums and meeting days.*
- *Supporting documents showing joint actions.*
- *Signed agreements.*

INDICATOR 2.7.11

YES	NO	NA

The Supported Employment Service works in collaboration with the employer throughout the whole process.

Backup documentation

- *Company evaluation*
- *Log of activities.*
- *Register of demands.*
- *Record of calls and contacts.*
- *Record of visits*
- *Monitoring reports.*

INDICATOR 2.7.12

YES	NO	NA

Feedback is requested from the employer regarding their supported employment experience.

Backup documentation

- *Company evaluations - surveys*
- *Company history*

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 2.7				STANDARD OBSERVATIONS 2.7
3	2	1	NA	

STANDARD 2.8

Training and supports given to the employee are appropriate and effective, and at the same time stimulate independence and promotion opportunities in the workplace.

INDICATOR 2.8.1

YES	NO	NA

The Supported Employment services works with the employee with the aim of determining the preferred training and learning approach that will best fit their needs.

Backup documentation

- *User evaluations*
- *Personal plan: planned and actual supports. Adaptation and adjustment.*
- *Record of interviews.*
- *Training plan / career plan*
- *Schedule of actions.*
- *Staff performance evaluations*
- *Training techniques.*

INDICATOR 2.8.2

YES	NO	NA

A Training and Action plan is developed.

Backup documentation

- *Internal or external audit / evaluation report*
- *Personal plan*
- *Training plan.*

INDICATOR 2.8.3

YES	NO	NA

The Supported Employment staff avails of / uses a series of varied and specific approaches to learning and support.

Backup documentation

- *Internal or external evaluation or evaluation report*
- *Support and filing procedures.*
- *Authorisation and document delivery sheets.*
- *Detailed intervention and training strategies.*
- *Code of practice.*

INDICATOR 2.8.4

YES	NO	NA

All supports and techniques used are appropriate for the workplace while enabling improvements in work performance and employee status.

Backup documentation

- *Audit / evaluation report / Company and user evaluations.*
- *Adaptation needs.*
- *Employee performance evaluation.*
- *Job analysis report and job risk assessment*
- *Company procedures / Company culture.*

INDICATOR 2.8.5

YES	NO	NA

The employee has access to flexible supports and training designed to facilitate relationship building with others both inside and outside the workplace.

Backup documentation

- *Company and user evaluations*
- *Personal plan: pre and post employment supports.*
- *Training plan: social habits, problem solving, etc.,*
- *Anticipated resources and supports.*
- *Log of activities in the company*
- *Record of interviews with the company staff.*

INDICATOR 2.8.6

YES	NO	NA

The employee has access to training and supports to facilitate participation in social events organised by the company inside and outside the workplace.

Backup documentation

- *Company and user evaluations*
- *Supports available outside the workplace.*
- *Training plan: social habits, problem solving, etc.,*
- *Anticipated supports and resources.*
- *Log of activities in the company.*
- *Record of interviews with the company staff*
- *Record of participation in activities outside the workplace.*

INDICATOR 2.8.7

YES	NO	NA

Help is given to the employee, together with non-handicapped employees, to take part in all the typical activities related to a new job such as induction, probationary periods and performance and development procedures.

Backup documentation

- *Internal or external audit report.*
- *Company and user evaluations.*
- *Company induction procedures.*
- *Procedure for providing supports in the company.*
- *Procedure for incorporating natural supports*
- *Communication and Marketing strategy*
- *Record of activities in the company (training, meetings, etc)*
- *Record of interviews with company staff.*

INDICATOR 2.8.8

YES	NO	NA

Help is given to the employee in negotiating employment terms and conditions that meet his / her needs.

Backup documentation

- *Internal or external evaluation report / User evaluations.*
- *Record of interviews with the user*
- *Record of interviews and visits to the company*

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 2.8				STANDARD OBSERVATIONS 2.8
3	2	1	NA	

3 - RESULTS

SUPPORT DOCUMENTATION FOR EVALUATING BLOCK 3

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STANDARD 3.1

A person with disabilities, active in the search for employment, find and keeps a paid job in the regular labour market.

INDICATOR 3.1.1

YES	NO	NA

There is a valid work contract (and if possible, stable) agreed by both employee and employer.

Backup documentation

- *Internal or external audit / evaluation report.*
- *Type of contract in the name of the disabled person*
- *Presentation of contracts.*

INDICATOR 3.1.2

YES	NO	NA

The employment contract reflects the employee's preferences in relation to working days, working hours, holidays, work patterns and pay.

Backup documentation

- *User evaluations - surveys*
- *Contract signed by the employee.*
- *Employee profile.*
- *Available options.*

INDICATOR 3.1.3

YES	NO	NA

The employees receive the same pay and benefits afforded to other employees doing the same job.

Backup documentation

- *Internal or external audit / evaluation report*
- *Contracts / collective agreements.*
- *Contracts of other co-workers in similar positions.*

INDICATOR 3.1.4

YES	NO	NA

The employee stays in the job for the period stipulated in the contract.

Backup documentation

- *Internal or external audit / evaluation report.*
 - *Contracts.*
 - *Working life.*
 - *Programme reports and results*
-

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 3.1				STANDARD OBSERVATIONS 3.1
3	2	1	NA	

STANDARD 3.2

The employee is a valued member of staff and team member.

INDICATOR 3.2.1

YES	NO	NA

Both the company and the co-workers provide a number of 'natural supports'.

Backup documentation

- *User and company evaluations / Audit evaluation report on identified and available natural supports*
- *Employee performance evaluation.*
- *Monitoring reports.*

INDICATOR 3.2.2

YES	NO	NA

The employee has good relationships with co-workers.

Backup documentation

- *User evaluations*
- *Co-workers surveys / complaints.*
- *Monitoring reports*
- *Company reports.*

INDICATOR 3.2.3

YES	NO	NA

The employee has the opportunity to participate in social activities outside with workplace with co-workers.

Backup documentation

- *User evaluations*
- *Number and type of activities.*
- *Log of activities.*
- *Co-worker reports.*

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 3.2				STANDARD OBSERVATIONS 3.2
3	2	1	NA	

STANDARD 3.3

The employee is given the opportunity for professional development. As the employee develops his / her skills professional development and promotion opportunities are explored.

INDICATOR 3.3.1

YES	NO	NA

The employee has the opportunity to develop professionally.

Backup documentation

- *User evaluations.*
- *Personal plan.*
- *Analysis and reports of potential career paths.*
- *Record of company activities in relation to procedures in job rotation, job enrichment, department restructuring, etc.*
- *Company audit / evaluation report.*

INDICATOR 3.3.2

YES	NO	NA

Help is given to the employee to explore both internal and external development opportunities.

Backup documentation

- *User evaluations.*
- *New opportunities and user responses / participation.*
- *Record of interviews.*
- *List of offers of improvement or job changes made to the employee.*
- *Register of interviews.*

INDICATOR 3.3.3

YES	NO	NA

Assistance is given to the employee in professional development training.

Backup documentation

- *Internal or external audit / evaluation report*
 - *Personal plan.*
 - *User evaluations.*
 - *Analysis and reports of potential career paths.*
 - *Record of interviews.*
 - *Possible registration fees and /or inscriptions.*
 - *Up-to-date list of training activities being carried out.*
 - *Register of visits or contact with training institutes or centres, whether face-to-face, distance or e-learning.*
-

EXTERNAL EVALUATION

STANDARD ADJUSTMENT LEVEL 3.3				STANDARD OBSERVATIONS 3.3
3	2	1	NA	

ADJUSTMENT PROFILE

Block 1 THE ORGANISATION

- 1.1 Commitment to quality service
- 1.2 Involvement of beneficiaries
- 1.3 Promoting rights of disadvantaged
- 1.4 Workers competence at all levels

Adjustment level			
3	2	1	NA

Block 2 THE PROCESS

First phase : Initial contact

- 2.1 The person receives all the necessary information

Adjustment level			
3	2	1	NA

Second phase: Professional profile

- 2.2 Person-centred focus
- 2.3 Helping individuals to make realistic decisions
- 2.4 A personal flexible plan is developed

Third phase: Searching for employment

- 2.5 Training and supports for finding a job
- 2.6 Assistance in finding the best possible job

Fourth phase : Employer engagement

- 2.7 Support for the company in finding the right person

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Fifth phase : On and off the job supports

- 2.8 Suitable and effective supports

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Block 3 RESULTS

- 3.1 A job is found and maintained in the regular labour market
- 3.2 The employee is accepted and valued
- 3.3 The employee avails of professional development opportunities

Adjustment level			
3	2	1	NA

ADJUSTMENT PERCENTAGE

Block 1 THE ORGANISATION

0%		Adjustment value in %										100%		
1.1 Commitment to quality service														
8	15	23	31	39	46	54	61	68	77	85	92	100		
1.2 Involvement of beneficiaries														
33				66				100						
1.3 Promoting rights of disadvantaged														
20			40			60			80			100		
1.4 Workers competence at all levels														
12	25	37	50	62	75	87	100							

Block 2 THE PROCESS

0%		Adjustment value in %										100%	
First phase : Initial contact													
2.1 The person receives all the necessary information													
14	28	43	57	71	86	100							
Second phase: Professional profile													
2.2 Person-centred focus													
16	33	50	66	83	100								
2.3 Helping individuals to make realistic decisions													
16	33	50	66	83	100								
2.4 A personal flexible plan is developed													
11	22	33	44	55	66	77	88	100					
Third phase: Searching for employment													
2.5 Training and supports for finding a job													
25			50			75			100				
2.6 Assistance in finding the best possible job													
16	33	50	66	83	100								
Fourth phase : Employer engagement													
2.7 Support for the company in finding the right person													
8	16	25	33	41	50	58	66	75	83	91	100		
Fifth phase : On and off the job supports													
2.8 Suitable and effective supports													
12	25	37	50	62	75	87	100						

Block 3 RESULTS

0%		Adjustment value in %										100%	
3.1 A job is found and maintained in the regular labour market													
25			50			75			100				
3.2 The employee is accepted and valued													
33				66				100					
3.3 The employee avails of professional development opportunities													
33				66				100					

NOTE: Fill boxes percentage based on the number of indicators achieved as in the following example, for 4 indicator achieved from a total of 9.

11	22	33	44	55	66	77	88	100					
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GLOBAL ASSESSMENT REPORT

RECOMMENDATIONS

Internal Consultant	External Consultant	Date
Signed.	Signed	

EXTERNAL EVALUATION – STRONG AND WEAK POINTS

AREAS OF STRENGTH Block 1 THE ORGANISATION	AREAS OF WEAKNESS Block 1 THE ORGANISATION
Block 2 THE PROCESS	Block 2 THE PROCESS
First phase : Initial contact	First phase : Initial contact

AREAS OF STRENGTH

AREAS OF WEAKNESS

Second phase: Professional profile

Second phase: Professional profile

Third phase: Finding employment

Third phase: Finding employment

AREAS OF STRENGTH

AREAS OF WEAKNESS

Fourth phase : Employer engagement

Fourth phase : Employer engagement

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Fifth phase : On and off the job supports

Fifth phase : On and off the job supports

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AREAS OF STRENGTH
Block 3 RESULTS

AREAS OF WEAKNESS
Block 3 RESULTS

AREAS OF STRENGTH Block 3 RESULTS	AREAS OF WEAKNESS Block 3 RESULTS

