

CARF Accreditation Report
for
Goodwill Industries of Mid-
Michigan, Inc.

Three-Year Accreditation



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About CARF

CARF is an independent, nonprofit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit www.carf.org/contact-us.

Organization

Goodwill Industries of Mid-Michigan, Inc.
501 South Averill Avenue
Flint, MI 48506

Organizational Leadership

Joseph Mounger, CEO
Tami M. Bauchan, MSA, VP of Workforce Development

Survey Number

135810

Survey Date(s)

March 17, 2021–March 19, 2021

Surveyor(s)

Teresa J. Galutia, DESS Administrative
Joan E. Distler, MBA, DESS Program

Program(s)/Service(s) Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Employee Development Services
Organizational Employment Services
Self-Employment Services

Previous Survey

October 18, 2017–October 20, 2017
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: November 30, 2023

Executive Summary

This report contains the findings of CARF's site survey of Goodwill Industries of Mid-Michigan, Inc. conducted March 17, 2021–March 19, 2021. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF's consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization's strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, Goodwill Industries of Mid-Michigan, Inc. demonstrated substantial conformance to the standards. Goodwill Industries of Mid-Michigan provides services that are highly valued and that greatly benefit its community. Members of the community feel value and personal benefit when they are able to donate goods and products to local businesses. In addition, members of the community also have the opportunity to reuse and recycle these same goods and products and purchase needed items for a reduced price. An enthusiastic board of directors and an experienced CEO lead a highly talented leadership team that is mission and values driven, as evidenced by their interactions with the participants, interactions with the public, and the policies and written procedures and plans. The organization is highly dedicated to implementing the CARF standards and understands and incorporates the philosophy behind the standards. There are some areas for improvement, which include written fundraising procedures, testing and analyzing the organization's disaster recovery/business continuity plan, and further detailing the analysis of critical incidents. The organization is encouraged to continue to explore new opportunities for continued growth.

Goodwill Industries of Mid-Michigan, Inc. appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. Goodwill Industries of Mid-Michigan, Inc. is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

Goodwill Industries of Mid-Michigan, Inc. has earned a Three-Year Accreditation. The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.
- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

Survey Details

Survey Participants

The survey of Goodwill Industries of Mid-Michigan, Inc. was conducted by the following CARF surveyor(s):

- Teresa J. Galutia, DESS Administrative
- Joan E. Distler, MBA, DESS Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.
- Business unit resources, such as finance and human resources.
- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.
- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.
- Community constituents and governmental representatives.

Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Goodwill Industries of Mid-Michigan, Inc. and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.
- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.
- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- Employee Development Services
- Organizational Employment Services
- Self-Employment Services

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

Areas of Strength

CARF found that Goodwill Industries of Mid-Michigan, Inc. demonstrated the following strengths:

- Goodwill Industries of Mid-Michigan has a dedicated board of directors that demonstrates a strong commitment to the organization's mission and values. The board is composed of community leaders and volunteers who, through their varied skills and abilities, add tremendous value to the organization. The board members lend their expertise through regular meetings and by reviewing and responding to budgets, funding issues, facilities, marketing, policies, written procedures, and new initiatives. The board members reported that the CEO keeps them very informed and that they are pleased to work with "such a great group of professionals who serve the mission" of the organization.

- The board of directors has chosen an energetic and dedicated individual to serve as the CEO. In the short two-and-one-half years that he has served as CEO, he has tripled the organization’s reserves and increased the value of donations, even during the COVID-19 pandemic. The CEO has enhanced an already dynamic leadership team that is enthusiastically committed to the mission of the organization by focusing on “what do we want to be great at” and encouraging all employees to play an active role in making that decision. The board members said that he “humanizes what we do. He tells our story.”
- The organization is supported by a unique leadership team, made up of individuals who are dynamic on their own but have formed a truly unique and solid foundation from which to offer services. These dedicated professionals have chosen to stay at the organization where their skills directly benefit the lives of many community members and where their personal interests and the organization’s mission align to make a positive difference in the lives of the participants.
- The commitment to the organization’s mission and values is demonstrated in the manner in which written procedures and organizational documents have been developed and implemented. For example, the organizational chart lists the participants and the community members who shop in the stores at the top of the chart. The CEO and board of directors are noted at the bottom, demonstrating a sound philosophical and mission-driven approach.
- Written documents are developed and presented in a clear and understandable way. Policies, procedures, and plans are detailed and clear, making it easy for both new and experienced staff members to understand and follow. This clarity is further evidenced in the annual emergency drill reports, where exact drill procedures are detailed at the top of the documentation form to ensure that every staff member performs the procedure exactly the same way each time. To further ensure the safety of the employees and other stakeholders, the organization utilizes a daily safety captain’s checklist with a detailed list of items to ensure are in safe and working order at the start of each day.
- Staff members are motivated with encouragement from the leadership team to consistently provide services that meet the needs of the participants. The staff members have worked diligently to ensure that all participants are included in the service planning process with a focus on input related to the participant’s goals.
- Trust, respect, hard work, communication, and shared responsibility among the staff members characterize the work culture, which promotes the organization’s long-term success. Staff members commended both leadership and community stakeholders for ongoing commitment to focusing on the participants’ success.
- The staff members have continued to focus on meeting the needs of the participants during the COVID-19 pandemic. Staff members and leadership continued to provide services to ensure that participants were receiving needed resources, and staff members worked closely with the participants and other stakeholders to continue to provide comprehensive services in the new service modalities not typically provided.
- Direct service staff members reported a high level of job satisfaction and motivation toward meeting both the organization’s goals and the participants’ needs. It is evident that staff members focus on the mission of the organization in their everyday work. Staff members genuinely care about the well-being of the participants and work hard to ensure ongoing success.
- The stores and office areas are very pleasant and incorporate a welcoming atmosphere. The safety and security of customers, participants, and employees is clearly a priority for the organization.
- Stakeholders reported a high level of satisfaction with services provided, and noted the high level of creativity utilized when meeting participant goals. Stakeholders also commended the organization for its ongoing collaboration and exceptional communication.
- Workforce development staff members are commended for their ongoing creativity within all of the programs, utilizing innovative practices within various programs and service delivery models.

Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of “aspiring to excellence.” This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate nonconformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization’s stated mission. The leadership demonstrates corporate social responsibility.

Key Areas Addressed

- Leadership structure and responsibilities
- Person-centered philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

Recommendations

1.A.6.a.(6)(b)

1.A.6.a.(9)

It is recommended that corporate responsibility efforts include written ethical codes of conduct that address personal and organizational fundraising.

1.A.9.a.(1)

1.A.9.a.(2)(a)

1.A.9.a.(2)(b)

1.A.9.a.(2)(c)

1.A.9.a.(2)(d)

1.A.9.a.(3)

1.A.9.a.(4)

1.A.9.a.(6)

1.A.9.b.(1)

1.A.9.b.(2)

To demonstrate accountability, an organization that engages in fundraising should implement written procedures that address organizational oversight; donor solicitation, communication, recognition, and confidentiality; valuing of donations; use of donations in accordance with donor intent; documentation and recordkeeping; and use of volunteers in fundraising efforts, if applicable. The organization should also provide initial and ongoing training related to the written procedures for fundraising to appropriate personnel.

1.C. Strategic Planning

Description

CARF-accredited organizations establish a foundation for success through strategic planning focused on taking advantage of strengths and opportunities and addressing weaknesses and threats.

Key Areas Addressed

- Environmental considerations
- Strategic plan development, implementation, and periodic review

Recommendations

There are no recommendations in this area.

1.D. Input from Persons Served and Other Stakeholders

Description

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in this subsection direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

Key Areas Addressed

- Collection of input
- Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

1.E. Legal Requirements

Description

CARF-accredited organizations comply with all legal and regulatory requirements.

Key Areas Addressed

- Compliance with obligations
- Response to legal action
- Confidentiality and security of records

Recommendations

There are no recommendations in this area.

1.F. Financial Planning and Management

Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

Key Areas Addressed

- Budgets
- Review of financial results and relevant factors
- Fiscal policies and procedures
- Reviews of bills for services and fee structures, if applicable
- Safeguarding funds of persons served, if applicable
- Review/audit of financial statements

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

CARF-accredited organizations engage in a coordinated set of activities designed to control threats to their people, property, income, goodwill, and ability to accomplish goals.

Key Areas Addressed

- Risk management plan implementation and periodic review
- Adequate insurance coverage
- Media relations and social media procedures
- Reviews of contract services

Recommendations

There are no recommendations in this area.

1.H. Health and Safety

Description

CARF-accredited organizations maintain healthy, safe, and clean environments that support quality services and minimize risk of harm to persons served, personnel, and other stakeholders.

Key Areas Addressed

- Competency-based training on safety procedures and practices
- Emergency procedures
- Access to first aid and emergency information
- Critical incidents
- Infection control
- Health and safety inspections

Recommendations

1.H.11.a.

1.H.11.b.(1)

1.H.11.b.(4)

1.H.11.b.(5)

1.H.11.b.(6)

1.H.11.b.(7)

1.H.11.b.(8)

The organization collects data on all critical incidents and trends and presents this data at monthly safety meetings, with trends and areas needing improvement documented in meeting minutes. However, it is recommended that the written analysis of critical incidents, which is included in the safety minutes, routinely include causes, actions to address the improvements needed, implementation of the actions, whether actions taken accomplished intended results, necessary education and training of personnel, and prevention of recurrence.

Consultation

- The organization documents its analyses of all unannounced drills on the bottom of each drill form under the comment box titled “What errors occurred and what corrective action is needed to improve the process.” Although it also documents implementation of the actions, necessary education and training of staff, and whether the actions taken accomplished intended results, it might be beneficial to include these topic areas in the statement above the comment box in order to ensure ongoing attention to detail.
- Medication-related sections on some intake forms are left blank, which suggests that there is no pertinent information to report. However, the organization might consider using the term “NA” or “none” instead to ensure that all necessary attention is given to the topic, as opposed to merely being overlooked, as this information could be valuable in an emergency situation.
- Comprehensive health and safety self-inspections are completed frequently and, as a result, generally do not yield recommendations for areas needing improvement or actions taken to respond to the recommendations. When there are actions to be taken, it might be beneficial to add a separate section to document the completion of an action or a separate section to add specific instructions to the actions to be taken section.

1.I. Workforce Development and Management

Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioral expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that center on enhancing the lives of persons served.

Key Areas Addressed

- Composition of workforce
- Ongoing workforce planning
- Verification of background/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

Recommendations

There are no recommendations in this area.

1.J. Technology

Description

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

- Business processes and practices.
- Privacy and security of protected information.
- Service delivery.
- Performance management and improvement.
- Satisfaction of persons served, personnel, and other stakeholders.

Key Areas Addressed

- Ongoing assessment of technology and data use
- Technology and system plan implementation and periodic review
- Technology policies and procedures
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- ICT instruction and training, if applicable
- Access to ICT information and assistance, if applicable
- Maintenance of ICT equipment, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

1.J.4.a.

1.J.4.b.(1)

1.J.4.b.(2)

1.J.4.b.(3)

1.J.4.b.(4)

1.J.4.b.(5)

1.J.4.b.(6)

1.J.4.c.

Although the organization maintains a business continuity/disaster recovery plan, it is recommended that a test of this plan be conducted at least annually and analyzed for effectiveness, areas needing improvements, actions to address the improvements needed, implementation of the actions, whether actions taken accomplished the intended results, and necessary education and training of personnel. The test should be evidenced in writing, including the analysis.

1.K. Rights of Persons Served

Description

CARF-accredited organizations protect and promote the rights of all persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

Key Areas Addressed

- Policies that promote rights of persons served
- Communication of rights to persons served
- Formal complaints by persons served

Recommendations

There are no recommendations in this area.

1.L. Accessibility

Description

CARF-accredited organizations promote accessibility and the removal of barriers for the persons served and other stakeholders.

Key Areas Addressed

- Assessment of accessibility needs and identification of barriers
- Accessibility plan implementation and periodic review
- Requests for reasonable accommodations

Recommendations

There are no recommendations in this area.

1.M. Performance Measurement and Management

Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

- Leadership accountability and support.
- Mission-driven measurement.
- A focus on results achieved for the persons served.
- Meaningful engagement of stakeholders.
- An understanding of extenuating and influencing factors that may impact performance.
- A workforce that is knowledgeable about and engaged in performance measurement and management.
- An investment in resources to implement performance measurement and management.
- Measurement and management of business functions to sustain and enhance the organization.

Key Areas Addressed

- Leadership accountability for performance measurement and management
- Identification of gaps and opportunities related to performance measurement and management
- Input from stakeholders
- Performance measurement and management plan
- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

Recommendations

There are no recommendations in this area.

1.N. Performance Improvement

Description

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

Key Areas Addressed

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement
- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

Recommendations

There are no recommendations in this area.

Section 2. Quality Individualized Services and Supports

Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

2.A. Program/Service Structure

Description

A fundamental responsibility of the organization is to provide a comprehensive program structure. The staffing is designed to maximize opportunities for the persons served to obtain and participate in the services provided.

Key Areas Addressed

- Services are person centered and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes
- Documented scope of services shared with stakeholders
- Service delivery based on accepted field practices
- Communication for effective service delivery
- Entrance/exit/transition criteria

Recommendations

There are no recommendations in this area.

2.B. Individual-Centered Service Planning, Design, and Delivery

Description

Improvement of the quality of an individual's services/supports requires a focus on the person and/or family served and their identified strengths, abilities, needs, and preferences. The organization's services are designed around the identified needs and desires of the persons served, are responsive to their expectations and desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affects the person's life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

Key Areas Addressed

- Services are person centered and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes

Recommendations

There are no recommendations in this area.

Consultation

- While there are excellent resources in the community related to benefits information and benefits planning, increasing the knowledge and expertise of direct service staff members could be beneficial. There are local and national resources available for fundamental training related to how returning to work could affect benefits.

2.D. Employment Services Principle Standards

Description

An organization seeking CARF accreditation in the area of employment services provides individualized services and supports to achieve identified employment outcomes. The array of services and supports may include:

- Identification of employment opportunities and resources in the local job market.
- Development of viable work skills that match workforce needs within the geographic area.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources and supports to achieve and maintain employment.
- Coordination of and referral to employment-related services and supports.

The organization maintains its strategic positioning in the employment sector of the community by designing and continually improving its services based on input from the persons served and from employers in the local job market, and managing results of the organization's outcomes management system. The provision of quality employment services requires a continuous focus on the persons served and the personnel needs of employers in the organization's local job market.

Some examples of the quality results desired by the different stakeholders of these services and supports include:

- Individualized, appropriate accommodations.
- A flexible, interactive process that involves the person.
- Increased independence.
- Increased employment options.
- Timely services and reports.
- Persons served obtain and maintain employment consistent with their preferences, strengths, and needs.
- Person served obtains a job at minimum wage or higher and maintains appropriate benefits.
- Person served maintains the job.

Key Areas Addressed

- Goals of the persons served
- Community resources available
- Personnel needs of local employers
- Economic trends in the local employment sector

Recommendations

There are no recommendations in this area.

Section 3. Employment Services

Description

An organization seeking CARF accreditation in the area of employment services assists the persons served through an individualized person-centered process to obtain access to the services, supports, and resources of their choice to achieve their desired outcomes. This may be accomplished by direct service provision, linkages to existing generic opportunities and natural supports in the community, or any combination of these. The persons served are included in their communities to the degree they desire.

The organization provides the persons served with information so that they may make informed choices and decisions. Although we use the phrase person served, this may also include family served, as appropriate to the service and the individual.

The services and supports are arranged and changed as necessary to meet the identified desires of the persons served. Service designs address identified individual, family, socioeconomic, and cultural preferences.

Depending on the program's scope of services, expected results from these services/supports may include:

- Increased inclusion in community activities.
- Increased self-direction, self-determination, and self-reliance.
- Self-esteem.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

3.D. Employee Development Services (EDS)

Description

Employee development services are individualized services/supports that assist persons seeking employment to develop or reestablish skills, attitudes, personal characteristics, interpersonal skills, work behaviors, functional capacities, etc., to achieve positive employment outcomes.

Such services/supports are time limited and can be provided directly to persons seeking employment or indirectly through corporate employer/employee support programs. These services/supports can be provided at community job sites, within formal and organized training and educational settings, through coaching, by tutorial services, or within the organization. These services may be offered in a free-standing unit or as a functional piece of other services.

Some examples of the quality outcomes desired by the different stakeholders of these services include:

- Person served obtains employment.
- Person served moves to a training program or better employment.
- Person served retains employment.

- Person served obtains improved benefits.
- Increased wages.
- Increased skills.
- Increased work hours.
- Movement to individualized competitive employment.
- Employment in an integrated environment.
- Job advancement potential increases.
- Job-seeking skills are developed.
- Career growth and development.
- Level of support needed is reduced.
- Exposure to and availability of a variety of jobs.
- Program is kept at capacity.
- Services are cost-effective for the results achieved.
- Responsiveness (days from referral to starting services).

Key Areas Addressed

- Skills development/reestablishment
- Attitude development/reestablishment
- Work behaviors development/reestablishment
- Employment outcomes

Recommendations

There are no recommendations in this area.

3.F. Organizational Employment Services (OES)

Description

Organizational employment services are designed to provide paid work to the persons served in locations owned, leased, rented, or managed by the service provider. A critical component and value of organizational employment services is to use the capacity of the organization's employment and training service design to create opportunities for persons to achieve desired employment outcomes in their community of choice, including individualized competitive employment.

Service models are flexible and may include a variety of enterprises and business designs, including organization-owned businesses such as retail stores, restaurants, shops, franchises, etc.

Some examples of the quality outcomes desired by the different stakeholders of these services include:

- Movement to individualized competitive employment.
- Movement to an integrated environment.
- Increased wages.
- Pay at or above minimum wage.
- Increased skills.
- Increased work hours.
- Minimized downtime with meaningful activities available.
- Exposure to and availability of a variety of jobs.
- Increased ability to interact with others as part of a professional team and to resolve interpersonal issues appropriately.

Key Areas Addressed

- Paid work provided by organization
- Legal guidelines adherence
- Employment goals of persons served
- Increased wages and skills

Recommendations

There are no recommendations in this area.

3.G. Community Employment Services (CES)

Description

Community employment services assist persons to obtain successful community employment opportunities that are responsive to their choices and preferences. Through a strengths-based approach, the program provides person-directed services/supports to individuals to choose, achieve, and maintain employment in integrated community employment settings.

Work is a fundamental part of adult life. Individually tailored job development, training, and support recognize each person's employability and potential contribution to the labor market. Persons are supported as needed through an individualized person-centered model of services to choose and obtain a successful employment opportunity consistent with their preferences, keep the employment, and find new employment if necessary or for purposes of career advancement.

Such services may be described as individualized competitive employment, individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups in the community, community-based SourceAmerica® contracts, and other business-based work groups in community-integrated designs. In Canada, employment in the form of bona fide volunteer placements is possible.

Individuals may be paid by community employers or by the organization. Employment is in the community.

The following service categories are available under Community Employment Services (please refer to the program descriptions and applicable standards):

- Job Development (CES:JD)
- Employment Supports (CES:ES)

If an organization provides only Job Development or Employment Supports, then it may be accredited for only that service. If it is providing both Job Development and Employment Supports, then it must seek accreditation for both. If any clarification is needed, please contact your CARF resource specialist. There is no charge for consultation.

Depending on the scope of the services provided, some examples of the quality outcomes desired by the different stakeholders of these services include:

- Persons obtain community employment.
- Persons obtain individualized competitive employment.
- Employment matches interests and desires of persons.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of hours worked per week increases.
- Average number of hours worked per week meets the desires of the person served.

- Full-time employment with benefits.
- Transition-age youth move directly from their educational environment into community employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Increase in natural supports from coworkers.
- Persons served treated with respect.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

Job Development (CES:JD): Successful job development concurrently uses assessment information about the strengths and interests of the person seeking employment to target the types of jobs available from potential employers in the local labor market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and indirect promotional strategies. Job development may include facilitating a hiring agreement between an employer and a person seeking employment. Some persons seeking employment may want assistance at only a basic, informational level, such as support for a self-directed job search.

Employment Supports (CES:ES): Employment support services promote successful training of a person to a new job, job adjustment, retention, and advancement. These services are based on the individual employee with a focus on achieving long-term retention of the person in the job. The level of employment support services is individualized to each employee and the complexity of the job.

Often supports are intensive for the initial orientation and training of an employee with the intent of leading to natural supports and/or reduced external job coaching. However, some persons may not require any employment supports at the job site; others may require intensive initial training with a quick decrease in supports, while some will be most successful when long-term supports are provided.

Supports can include assisting the employee with understanding the job culture, industry practices, and work behaviors expected by the employer. It may also include helping the employer and coworkers to understand the support strategies and accommodations needed by the worker.

Supports are a critical element of the long-term effectiveness of community employment. Support services address issues such as assistance in training a person to complete new tasks, changes in work schedule or work promotion, a decrease in productivity of the person served, adjusting to new supervisors, and managing changes in nonwork environments or other critical life activities that may affect work performance. Routine follow-up with the employer and the employee is crucial to continued job success.

Key Areas Addressed

- Integrated employment choice
- Integrated employment obtainment

- Employment provided in regular business settings
- Integrated employment retention
- Provides career advancement resources

Recommendations

There are no recommendations in this area.

3.H. Self-Employment Services (SES)

Description

Self-employment presents an opportunity for persons with disabilities to gain financial equity often not available through wage employment in entry-level positions. Self-employment services provide supports that lead an individual toward earning income directly from one's own business, trade, or profession, rather than as salary or wages from an employer. They may include small business development, micro-enterprise, or telecommuting. In order to achieve a desired level of income, an individual may have several enterprises.

Some of the quality results desired by the different stakeholders of these services may include:

- Earnings.
- Successful self-employment.
- Increased self-esteem.
- Independence.
- Self-sufficiency.
- Employment in the community.

Key Areas Addressed

- Integrated employment choice
- Integrated employment retention
- Integrated employment obtainment
- Business planning leading to successful self-employment

Recommendations

There are no recommendations in this area.

Consultation

- Because there are limited financial resources available to participants wishing to pursue self-employment, it is suggested that the organization explore other financial sources available. This could include grants and supports from other local or national foundations related to funding for business startup costs.

Program(s)/Service(s) by Location

Goodwill Industries of Mid-Michigan, Inc.

501 South Averill Avenue
Flint, MI 48506

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Employee Development Services
Organizational Employment Services
Self-Employment Services

Administration Building

2188 South Center Street
Burton, MI 48519

Administrative Location Only

Bad Axe

780 North Van Dyke Road
Bad Axe, MI 48413

Community Employment Services: Job Development

Clio Store

4082 West Vienna Road
Clio, MI 48420

Organizational Employment Services

Courtland Center

4190 Court Street
Burton, MI 48509

Employee Development Services
Organizational Employment Services

Saginaw Store and Workforce Development Office

4675 Bay Road
Saginaw, MI 48604

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Employee Development Services
Organizational Employment Services