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CARF Standards Manual Supplement
for Employment Services Centres in Canada

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2019 CARF Standards Manual Supplement for Employment Services Centres in Canada

Description

The design of an Employment Services Centre (ESC) is results oriented and focused on the employment and career development goals of the job seeker. The centre maintains a businesslike environment, and the job seeker and employer are treated with respect as valued customers. To be successful, these services consider the personnel needs of the employers in the local job market, the community resources available, and the trends and economic considerations in the labour market. The services are designed to meet current and future labour market demands; to break the cycle of unemployment and public assistance; and to provide opportunities for skill, educational, and career development for individuals to become productive members of the workforce.

The centre develops and maintains relationships with partner service providers to provide services within an ESC. A contract or other written agreement clarifies the division of service provision and decision making. It is the designated lead operator of the centre that applies for and maintains accreditation status and fulfills the government accountability reporting requirements.

The ESC ensures that comprehensive services are provided in a seamless manner, meaning that the centre has a consolidated, coordinated, and cooperative system of service delivery by its participating partner service providers. Partner service providers are committed to delivering services that strive to achieve excellent outcomes. An ESC usually has only one primary physical location and may also provide services at satellite or itinerant locations, including online services or virtual locations.

An ESC has a system for financial and government contract accountability, reporting of outcomes, and continuous quality improvement. The goal is to deliver ever-improving value to persons served, employers, and other community stakeholders. Services are revised based on contractual obligations with the funder, input from job seekers, input from employers in the local job market, and the results of the centre's outcomes management system. Information regarding outcomes is shared with all stakeholders for various reasons, including:

- Improving services, marketing, and outreach efforts.
- Informing the community about the value of the centre to the community.
- Advocating on behalf of persons served who need additional services within the greater community of supports.

The ESC maintains its strategic positioning in the employment sector of the community by designing and improving its services based on input from the persons served and employers and results of the organization's outcomes management system, which is focused on the persons served achieving their employment goals and meeting the personnel needs of employers.

The provision of quality ESC services requires an individualized, customer focus that considers the individual needs of job seekers. An ESC establishes its methods for providing self-serve/non–case-managed services as well as an individualized

case management process that captures various levels of intensity of services. Case management planning considers the level of services and supports needed for persons served to achieve and maintain employment, achieve educational and career development objectives, develop attachments to community services, and sustain each family's economic well-being.

An organization seeking CARF accreditation for an ESC 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 referrals to employment-related services and supports.

Depending on the level of individual services provided, the centre obtains relevant information from job seekers, including resources and services they want or require to meet their identified needs, and offers an array of services it provides or arranges for through collaborations including partnerships, contracted service provision, and use of community services.

The centre provides individuals with information they can use to make informed choices and career decisions. Services often include outreach to potential customers in the community to inform them about available services.

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

■ Easy access to services for job seekers.

■ Responsiveness to employers.

■ Efficiency, effectiveness, and flexibility of service delivery.

■ Employment in the local labour market with or without ongoing support.

■ Employment that meets the individual's desires and goals.

■ Wages, hours per week, and benefits at a level required to maintain the family.

■ Employment services that result in job retention and advancement in position, earnings, and/or benefits.

■ Career development, including education and training, as desired.

■ No wrong door, including attachment to other community services.

■ Individualized, appropriate accommodations.

■ A flexible, interactive process that involves the person served.

■ Increased independence.

■ Increased employment options.

■ Knowledgeable staff who have the expertise to address barriers to employment that persons may have.

■ Timely services and supports.

- Persons served obtain and maintain employment consistent with their preferences, strengths, and needs.
- Persons served obtain and maintain jobs with appropriate benefits.

Applicable Standards

An Employment Services Centre must meet the Standards in this Supplement as well as all applicable standards in Section 1. ASPIRE to Excellence from the primary CARF standards manual.

Please contact your CARF resource specialist with any questions.

A. Employment Services Centre Design for Persons Served

Description

The Employment Services Centre provides employment services for individuals who are seeking labour market attachment and who are eligible to work, and it provides services coordination/case management services for eligible individuals.

Mechanisms are established to make referrals to affiliate providers when a job seeker needs services, supports, or training not directly available through the centre.

Important Points and Questions

- The centre designs services around the needs of persons seeking employment.
- Services are provided at the level needed based on the individual's needs.
- There is a complete orientation for job seekers.
  - They find out about services for which they may be eligible.
  - They find out about their rights and responsibilities in services.
  - They find out about what they can expect from services.
- All supports and services at the centre are available to persons based on their needs.
- The persons accepted for services are given information about their responsibilities and about the individual planning process and their role.
- Persons' plans are highly individualized and reflect the diversity of job seekers.
- Individual needs are considered in developing the service plan to maximize potential for goal achievement.
- Persons served understand their plans.
- Services are provided in a coordinated manner by different partner service providers in the centre.
- Referrals to other providers are made when needed by the individual.

ESC.A.

1. The centre implements a planned program of public information and outreach.

Examples

Information is provided in language that is understandable to the various stakeholders.

The information presented is clear, accurate, and consistent.

Information and outreach might include:

■ The goals and objectives to be accomplished by the public information program.

■ Identification of the targeted audiences for the centre.

■ Identification of special communication needs of targeted audiences.

■ Disclosure of information relevant to various stakeholders.

■ Dissemination of information to the media.

■ The array of services provided.

■ How services may be accessed.

■ The qualifications of staff members to provide these services.

■ Service capacity.

■ Collaboration such as participation in job fairs and job development.

Survey Preparation Questions

1. Describe your centre's planned program of public information and outreach.

ESC.A.

2. The centre provides a customer-friendly atmosphere.

Examples

A customer-friendly atmosphere might be demonstrated by:

■ Ensuring a welcoming, accessible environment.

■ User-friendly equipment, including computers, telephones, faxes, and video equipment.

■ Supportive staff to provide instruction and guidance to accessing the services provided by the centre.

■ Information on access to child care services, as needed.

■ Functional classrooms.

■ An accessible environment and reasonable accommodations for persons with disabilities.

■ Access to information either from online sources or in person.

■ A location easily accessed, near public transportation.

■ A professional/businesslike atmosphere.

Some persons served may not be able to use a computer or have the ability to read and understand written content, so various approaches are beneficial. Plain language materials may be helpful.

A multicultural approach and multilingual capacity might be needed in some communities.

Survey Preparation Questions

    2. Describe how your centre provides a customer-friendly atmosphere.

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ESC.A.

3. **The centre's service delivery is designed around the identified needs and desires of the person seeking employment.**

Survey Preparation Questions

    3. How do you ensure that your centre's service delivery is designed around the identified needs and desires of the person seeking employment?

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ESC.A.

4. **The centre:**
    a. **Documents the criteria used to identify the service level that persons served are eligible to receive based on their identified needs.**
    b. **Provides services to persons as needed to achieve their goals.**

Intent Statements

Criteria for levels of need and the services provided at the various levels may be based on governmental or funder requirements or designations.

Examples

Services might include:

- Service provision based on expectations and informed choices.
- Services provided based on needs and abilities, including on- and off-the-job training and supports.
- Differential access and alternative mechanisms for assistance and support.
- Resources for creating individual supports.

- Opportunities for participation in programs and services in the community.
- Procedures for planning and providing services to persons with disabilities that impair their job-seeking and job-retention success.

Survey Preparation Questions

4. Do you have documented criteria that are used to identify the service level that persons served are eligible to receive based on their identified needs?

<div align="center">

❑ Yes ❑ No

</div>

Where are these documented?

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Explain how you ensure that services are provided to persons as needed to achieve their goals.

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ESC.A.

5. **The centre has available current information on local job opportunities.**

Examples

Information might include:

- Labour trends.
- Employment needs.
- Job requirements.
- Specific vocational training requirements.
- General education requirements.
- Wages and benefits.
- Employment environments.

Survey Preparation Questions

5. Describe how your centre obtains, maintains, and makes available to persons served current information on local job opportunities.

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ESC.A.

6. The centre provides an orientation to the centre and its services.

Intent Statements

The orientation provides the persons served, families/support systems, referral sources, and other relevant stakeholders with information that helps them understand what the centre has to offer and determine whether it will meet the needs of the persons served.

Examples

The orientation program might include information about:
- The array of services provided.
- Eligibility requirements.
- Participant's rights regarding services.
- Participant's responsibilities regarding services.
- Criteria for order of acceptance of any person awaiting service.
- Intake and registration procedures.
- The position or entity responsible for making acceptance decisions.
- Referral processes for ineligible applicants.
- Service capacity.
- Employment resource materials.
- Directory of community services.
- Equipment to assist in job searches, including access to the internet.
- Self-serve resources, including self-assessment resources, computer access, relevant software programs, and job search workshops.
- Performance outcomes of its services.
- The qualifications of staff members to provide services.
- Procedures for conflict resolution.
- Methods of determination of eligibility for other funded service programs.
- Provision of information and training on the centre's programs and services.
- Outreach to the disability community and disability advocacy organizations on resources available through the centre and how to access those services.

Prior to the planning and delivery of services, the centre may provide information to ensure that all involved persons are aware of:
- Setting individual service goals.
- Planning the services to be delivered.
- The person served participates in making decisions about services.
- Non-participation procedures.
- Grievance and appeal procedures.

The centre may provide or refer persons served to community services and resources, as needed, for:
- Employment planning.
- Employment options including self-employment, on-the-job training, and various apprenticeships.
- Financial planning.

- Educational planning and supports.
- Employment positions.
- Child care assistance.
- Healthcare.
- Food banks.
- Grants/funding opportunities available for skills development and career advancement.
- Transportation assistance.
- Employment insurance.
- Vocational rehabilitation.
- Housing.

Survey Preparation Questions

6. Describe the orientation program that is provided to persons served, families/support systems, referral sources, and other stakeholders about your centre and its services.

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ESC.A.

7. Information is gathered from persons served about their desired outcomes from services.

Intent Statements

Before actual planning of services, an informal discussion with persons about goals or outcomes they desire from services gives guidance to personnel regarding service planning. This standard does not require the use of a formal assessment document or instrument.

Examples

Information may be gathered from face-to-face meetings, telephone interviews, or by other technological means.

There may be instances where the information gathered indicates an immediate goal for which only minor assistance is needed and that therefore does not require development of an individualized plan. Some examples of this would be:

- The person wants assistance with developing a résumé for job seeking.
- The person wants to be able to conduct job search on a computer and simply needs access or a basic orientation to doing so.

Survey Preparation Questions

    7. Explain how information is gathered from persons served about their desired outcomes from services.

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Services Coordination/Case Management

Services coordination/case management provides goal-oriented and individualized supports for individuals who qualify for this level of services through assessment, planning, linkage, advocacy, coordination, and monitoring activities. Successful services coordination/case management results in community opportunities and increased independence for the persons served. Services may include occasional supportive counselling and crisis intervention services, when allowed by regulatory or funding authorities.

ESC.A.

8. **When the person's employment planning needs qualify for services coordination/case management by the centre, the following information from a formal needs assessment is considered in developing the individual's service plan for employment:**
   a. **Self-reported interests and skills.**
   b. **Work and volunteer history.**
   c. **Previous training and education.**
   d. **Benefits the person is receiving.**
   e. **Availability to work, including hours.**
   f. **Transportation availability.**
   g. **Support needs.**
   h. **Assistive technology or other accommodations.**
   i. **Job development or customized employment strategies.**
   j. **Self-reported barriers to employment.**
   k. **Other identified barriers.**
   l. **Legal and criminal history.**

Intent Statements

The employment centre case manager should become knowledgeable about the person served to develop a plan that identifies resources and supports to achieve the person's goals.

Examples

8.c. Consideration of previous education and training may include computer and literacy skills.

8.g. Consideration of support needs includes other support services being provided and the availability of natural supports to support obtaining and maintaining employment.

Survey Preparation Questions

8. When the employment planning needs of persons served qualify for services coordination/case management by the centre, is the following information from a formal needs assessment considered in developing the individual's service plan for employment:

   - Self-reported interests and skills?   ❑ Yes   ❑ No

   - Work and volunteer history?   ❑ Yes   ❑ No

   - Previous training and education?   ❑ Yes   ❑ No

   - Benefits the person is receiving?   ❑ Yes   ❑ No

   - Availability to work, including hours?   ❑ Yes   ❑ No

   - Transportation availability?   ❑ Yes   ❑ No

   - Support needs?   ❑ Yes   ❑ No

   - Assistive technology or other
     accommodations?   ❑ Yes   ❑ No

   - Job development or customized
     employment strategies?   ❑ Yes   ❑ No

   - Self-reported barriers to employment?   ❑ Yes   ❑ No

   - Other identified barriers?   ❑ Yes   ❑ No

   - Legal and criminal history?   ❑ Yes   ❑ No

   Describe how this is accomplished.

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ESC.A.

9. **The person served is involved in making informed employment-related decisions, including:**
   a. **The expected outcome for services.**
   b. **His or her role and responsibilities related to achieving desired employment outcomes.**

Intent Statements

Informed choice is reflected in the individual planning process through full disclosure of the capabilities of the organization to meet the person's outcomes expectations and understanding of his/her responsibilities.

Examples

For persons with significant communication barriers, the program may assess the person's interests, preferences, and input through other means, such as observation or interviews with family members, advocates of the person, or staff who work with the person.

Decision making based on informed choice may be reflected in:

■ The scope, duration, and expected outcomes of the employment services.

■ Employment choices, plans, and options.

■ Paid or unpaid work experiences.

■ Work settings.

■ Career development and/or training activities.

■ Career advancement opportunities.

Survey Preparation Questions

9. Explain how your centre involves the person served in making informed employment-related decisions including:

■ The expected outcome for services.

■ His or her role and responsibilities related to achieving desired employment outcomes.

ESC.A.

10. Informed consent for services is:
   a. Obtained.
   b. Documented.

Intent Statements

Case managers are knowledgeable about requirements for obtaining and retaining benefits, due process, and time frames, or are able to refer persons served to authorities who are. The centre provides information directly or through referral about benefits and application procedures. Providing persons served with this information enables them to make more informed decisions about how choices could impact their ability to retain current benefits or acquire different benefits.

The signed consent form provides evidence that the persons served are made aware of the services they will receive, that they may refuse all or part of the services offered, and that they may make formal complaints or grievances regarding the services provided.

Survey Preparation Questions

10. What is your process for obtaining and documenting informed consent for services for each person served?

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ESC.A.

11. The intensity of services coordination/case management is based on the needs of the person as identified in his or her individual plan.

Examples

The intensity of services coordination/case management is individualized and clearly defined. Intensity may be frequency of contact, duration of contacts, etc.

There is wide variability among types of case management. Many programs provide intensive services coordination to a small, select group of individuals, and other programs provide services only periodically. However, there is a clear relationship between how often persons are served and their specific needs.

Survey Preparation Questions

11. How do you ensure that the intensity of services coordination/case management is based on the needs of the person as identified in his or her individual plan?

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ESC.A.

12. The person served is informed about employment opportunities consistent with his or her desired outcome.

Intent Statements

Current information on employment opportunities is vital to the individual planning process, as well as to the continuous improvement of the service delivery design.

Examples

Much of the information is available in federal and provincial/territorial Department of Labour occupational guidebooks. This standard does not require an organization to develop this information on its own if it can use readily accessible information from the community or other sources, such as the internet.

A comprehensive understanding of local employment needs can lead to effective provision of services/supports, such as assistive technology; the identification of employment objectives in services planning and coordination; the exploration of options for employment for students transitioning from school to work, including customized employment and the exploration of interests in evaluation or actual

work settings; and the development of individualized services to overcome barriers to achieving maximum employment outcomes.

Sometimes there may be incremental steps toward the desired outcome, when it is not quite in reach at the present time but can become achievable with some intermediate efforts. For example, a person may initially work part-time hours to develop the stamina to handle a full-time position.

Survey Preparation Questions

12. Explain how the person served is informed about employment opportunities consistent with his or her desired outcome.

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ESC.A.

13. **The centre communicates relevant information to persons seeking employment regarding specific job opportunities.**

Examples

Information might include:

- The conditions for maintaining employment.
- Skills required.
- Promotion opportunities.
- Training opportunities.
- Benefits provided.
- Wage payment practices.
- Work rules and customs.
- Nondiscrimination practices.
- Policies for transfer and re-entry.
- Health and safety requirements.
- Union membership policies, if applicable.

Survey Preparation Questions

13. Give some examples that demonstrate how your centre communicates relevant information to persons seeking employment regarding specific job opportunities.

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ESC.A.

14. When a person is served by more than one service provider within the centre, a process for internal coordination of the services is followed.

Examples

This process considers:

■ Planning of individual services.

■ Delivery of services.

■ Planned outcomes.

■ Formal evaluation of services by the individual persons served.

■ Service review.

■ Service revision, if appropriate.

■ Procedures for sharing information about the person served among the providers serving him or her.

■ Provisions for evaluating the effectiveness of the service team.

Survey Preparation Questions

14. Describe your process for internal coordination of the services when a person is served by more than one service provider within the centre.

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How do you ensure that this process is followed?

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ESC.A.

15. Vocationally relevant information is used in the development of the individual service plan.

Intent Statements

The individualized service plan is developed based on the person's strengths, abilities, preferences, desired outcomes, and other issues as identified by the person served. Plans are highly individualized, reflecting the diversity of the persons served.

Examples

Information might include:

■ Employment history.

■ Volunteer experience.

■ Education.

■ Relevant medical history.

■ Relevant psychological information.

- Relevant social information.
- Information on previous services and supports.
- Strengths.
- Abilities.
- Needs.
- Preferences.
- Relevant information on children and family.
- Cultural background.
- Desired outcomes.
- Labour market information.
- Outcomes data from service providers.

Survey Preparation Questions

15. Identify some examples of how vocationally relevant information is used in the development of the individual service plans of the persons served.

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ESC.A.

16. **A coordinated individualized service plan:**
    a. **Is developed with the input of the person served.**
    b. **Identifies employment objectives and goals that are:**
       (1) **Relevant.**
       (2) **Measurable.**

Examples

The service plan may:
- Identify techniques/methods to be used to achieve the objectives.
- Identify, as appropriate, community resources that may enable the person to achieve his or her employment objectives.
- Identify the persons responsible for implementation.
- Be reviewed on a regular basis with respect to expected outcomes.
- Be revised, as appropriate, based on the satisfaction of the person served.

As appropriate, the following needs are identified and addressed in the plans:
- Assistive technology.
- Reasonable accommodations.
- Health and safety risks.
- Transportation needs.

Survey Preparation Questions

16. How do your procedures ensure that a coordinated individualized service plan:

■ Is developed with the input of the person served?

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■ Identifies relevant, measurable employment objectives and goals?

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ESC.A.

17. The individual service plan is communicated in a manner that is understandable:
    a. To the person served.
    b. To the persons responsible for implementing the plan.

Survey Preparation Questions

17. How do you ensure that the individual service plan is communicated in a manner that is understandable to the person served?

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How do you ensure that the individual service plan is communicated in a manner that is understandable to the person responsible for implementing the plan?

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ESC.A.

18. Case managers maintain a working knowledge of:
    a. Services and resources that are appropriate for the needs of the persons served.
    b. Support systems that are relevant to the lives of the persons served.
    c. Funding issues pertinent to the referral process.

Intent Statements

The centre demonstrates the ability to provide services and supports in an effective and efficient manner. Case managers are knowledgeable to provide persons served with referrals to services and resources, as needed, including available community resources as well as services provided by the centre and its partner service providers.

Examples

The case manager need not know all the answers, but knows where and how to find the resources and services desired to support the persons served.

To provide the linkages, coordination, and support needed by the persons served, the case managers are able to demonstrate knowledge of healthcare, social services, employment, housing, recreational opportunities, and other services and systems available in the community.

Case managers identify community services and resources, establish relationships with these resources/services, maintain current contact information, and partner to coordinate services for a person as needed.

The internet, local United Way guides, etc. can be used to address individualized needs.

Many organizations keep other agency brochures and referral forms available to facilitate smooth linkages to services.

Survey Preparation Questions

18. How can you demonstrate or verify to the survey team that case managers maintain a working knowledge of:

   ■ Services and resources that are appropriate for the needs of the persons served?

   ■ Support systems that are relevant to the lives of the persons served?

   ■ Funding issues pertinent to the referral process?

ESC.A.

19. Based on the needs of the persons served and available resources, services coordination/case management includes:

a. **Activities carried out in collaboration with the persons served and/or their families, when appropriate.**

b. **Outreach/facilitation to encourage participation of the persons served.**

c. **Coordination of, or assistance with, crisis intervention and stabilization services.**

d. **Assisting the persons served to achieve goals for independence as defined by the persons served.**

e. **Optimizing resources and opportunities through:**

(1) **Community linkages.**

(2) **Enhanced social support networks.**

f. **Assistance with:**

(1) **Accessing transportation.**

(2) **Exploring employment or other meaningful activities.**

(3) **Accessing employment training.**

(4) **Job seeking.**

(5) **Career development and advancement.**

g. **Linkages to skill development services, as needed, to enable the person served to perform daily living activities.**

h. **Linkages to necessary and appropriate:**

(1) **Financial services.**

(2) **Medical or other healthcare.**

(3) **Other community services, such as securing safe housing.**

(4) **Assistive technology assessment.**

Intent Statements

Services coordination/case management meets the needs of the person served in their communities directly or through linkages to qualified providers. All the elements listed in this standard are available directly or through referral. Not all services are provided to every person served; however, the centre has the capability to offer these services.

Examples

Services coordination/case management activities are carried out in partnership and collaboration with the persons served.

The services identified for any individual relate to the input and outcomes expectations identified in the person's plan. See related standards in Sections 1.D., 1.M., and 1.N.

Services and supports that may be provided include:

■ Coordinating crisis assistance and supports.

■ Facilitating linkages to community resources.

■ Coordinating and documenting of overall service delivery plans.

■ Obtaining services necessary to meet basic human needs (e.g., food and shelter).

■ Assisting the person served to connect to employment services leading to a job.

- Assisting the persons served in increasing social support networks in the community.

- Assisting the persons served in accessing their financial rights and benefits.

- Assessing the needs for personal advocacy and making recommendations where appropriate.

- Facilitating certain activities of medical or behavioural health services coordination.

19.h.(2) Medical or other healthcare includes the coordination of the healthcare of the persons served. Often individuals are seeing a variety of healthcare professionals and using a variety of medications that need to be monitored and coordinated.

19.h.(3) Other community services may include supports for non-employment needs that are identified or services to assist immigrants with learning new customs and languages.

Survey Preparation Questions

19. Based on the needs of the persons served and available resources, does services coordination/case management include the following:

- Activities carried out in collaboration with the persons served and/or their families, when appropriate? ❑ Yes ❑ No

- Outreach/facilitation to encourage participation of the persons served? ❑ Yes ❑ No

- Coordination of, or assistance with, crisis intervention and stabilization services? ❑ Yes ❑ No

- Assisting the persons served to achieve goals for independence as defined by the persons served? ❑ Yes ❑ No

- Optimizing resources and opportunities through:
  - Community linkages? ❑ Yes ❑ No
  - Enhanced social support networks? ❑ Yes ❑ No

- Assistance with:
  - Accessing transportation? ❑ Yes ❑ No
  - Exploring employment or other meaningful activities? ❑ Yes ❑ No
  - Accessing employment training? ❑ Yes ❑ No
  - Job seeking? ❑ Yes ❑ No
  - Career development and advancement? ❑ Yes ❑ No

- Linkages to skill development services,
  as needed, to enable the person served
  to perform daily living activities? ❑ Yes ❑ No

- Linkages to necessary and appropriate:
  - Financial services? ❑ Yes ❑ No

  - Medical or other healthcare? ❑ Yes ❑ No

  - Other community services,
    such as securing safe housing? ❑ Yes ❑ No

  - Assistive technology assessment? ❑ Yes ❑ No

Identify some examples that demonstrate these being provided.

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ESC.A.

20. The organization provides services coordination/case management activities at times and in locations that meet the needs of the persons served.

Intent Statements

Persons served have access to assistance as needed in a setting that provides the best access.

Examples

Services such as assessment, planning, coordination, and monitoring can be provided in any setting that provides the best access to the persons served and is preferred by the persons served. Such locations may include residences, correctional settings, shelters, community resource sites, hospitals, schools, medical, or other service sites.

Survey Preparation Questions

20. How do you ensure that your centre provides services coordination/case management activities at times and in locations that meet the needs of the persons served?

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ESC.A.

21. When the person served has more than one case manager, a process is followed to:
   a. Facilitate continuity of care.
   b. Reduce duplication of services.

Intent Statements

The person served has access to assistance as needed to obtain services promptly.

Examples

The individual's service plan is used in case management/services coordination to ensure effective and efficient service delivery.

If there is primary case manager who has legal authority over a person or child/youth served and the centre also assigns its own case manager, services must be coordinated to ensure that legal requirements are followed.

Survey Preparation Questions

21. Explain how you ensure that when a person served has more than one case manager, there is coordination to facilitate continuity of care and reduce duplication of services.

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ESC.A.

22. With the written permission of the persons served, personnel provide advocacy by sharing feedback regarding the services received with the agencies and organizations providing the services.

Intent Statements

Sharing feedback from persons served allows providers to improve performance.

Examples

Networks, partnerships, and referral arrangements are maintained when the services meet the expectations of the persons served with regard to quality. Persons are referred to different community services when those expectations are not met.

No information specific to an individual is disclosed unless the person authorizes it.

For additional details for establishing and managing quality outcomes, refer to Sections 1.M. and 1.N. as well as the CARF _Managing Outcomes_ publication, which is available on request from your resource specialist.

Survey Preparation Questions

22. Explain how personnel provide advocacy, with the written permission of the persons served, by sharing feedback regarding the services received with the agencies and organizations providing the services.

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Documentation Examples

The following are examples of the types of information you should have available to demonstrate your conformance to the standards in this subsection. See Appendix A for more information on required documentation.

■ Brochures or other promotional materials
■ Information regarding the types of services and resources provided
■ Information on services and opportunities available from partner service providers
■ Intake and registration procedures
■ Records of persons served
■ Assessment information
■ Signed consent for services forms
■ Individual service plans
■ Progress notes
■ Signed forms authorizing release of information on service satisfaction
■ Policies and procedures manuals
■ Procedures for case/management services coordination
■ Referral forms

B. Employment Services Centre Design for Serving Employers

Description

These standards provide guidance to Employment Services Centres to consider the personnel needs of employers in the local job market, the community resources available, and considerations in the employment sector in bringing partner service providers together.

Important Points and Questions

- Services are responsive to personnel needs in the local market.
- Services are provided in a businesslike manner.
- Services are improved based on input from employers.
- Current information on job opportunities is maintained.
- The centre provides complete information regarding job opportunities.
- Employers are provided qualified job applicants.

ESC.B.

1. **Employment services provided reflect:**
   a. **Current needs of employers.**
   b. **Trends in the local job market.**

Intent Statements

The provision of effective and cost-efficient services requires an ESC to maintain up-to-date knowledge of the opportunities in the local job market. This knowledge is a reference point for the setting of goals and the coordination of resources to achieve the individual's desired service outcomes.

By analyzing the employment opportunities in the local region, the ESC can design its services to be responsive to the personnel needs of employers and provide informed choices to the persons served.

The ESC changes its services as warranted to meet employers' needs and provides supports and services to the persons served to assist them in meeting the changing needs of the local job market.

Examples

Obtaining and using stakeholder input in strategic planning and positioning of the ESC helps to achieve optimum employment results.

The design and continuous improvement of employment services to meet the personnel needs of employers are further supported through the standards in Section 1 of the standards manual, including input, outcomes, and leadership.

Examples of resources for input may include:

- Establishing business advisory councils or maintaining membership in business associations.
- Participating in business forums.
- Maintaining relationships with public and private schools.

■ Feedback from persons served and other stakeholders.

See also Sections 1.D. Input from Persons Served and Other Stakeholders and 1.M. Performance Measurement and Management in the standards manual.

Survey Preparation Questions

1. How do you ensure that your employment services reflect the current needs of employers and trends in the local job market?

_____

_____

_____

_____

ESC.B. **2. Employers are provided with referrals of qualified job applicants.**

Survey Preparation Questions

2. What is your process for ensuring that employers are provided with referrals of qualified job applicants?

_____

_____

_____

ESC.B. **3. As appropriate to the services provided, employers are made aware of the employer services and supports available from the centre.**

Intent Statements

Meeting the needs of employers is critical to the success of an employment services centre.

Examples

Supports for employers might include:
■ Support in the development of employment opportunities.
■ Information on available training resources.
■ Screening and hiring services.
■ Recruitment.
■ Testing and assessment of potential employees.
■ Ongoing technical assistance, as needed, to train and support employees to maximize retention.
■ Financial supports to employers.
■ Education related to value of diverse workforce.

Services for employers may include providing opportunities such as job carving, job shadowing, job sharing, internships, and apprenticeships, which may help the employer to meet diversity or recruiting goals.

An ESC can provide leadership in its community by being a resource for the recruitment, education, and successful development of employment opportunities for persons who are seeking employment. Examples may include:

■ Assisting employers in the elimination of architectural, procedural, instructional, communication, and attitudinal barriers to the employment and advancement of persons with employment challenges.

■ Educating employers about various disabilities and resulting vocational implications, assistive devices, job accommodations, and current disability-related legislation.

Follow-up and post-employment services may include:

■ Contact with the employed person and with the employer, when this is appropriate.

■ A documented system to provide organized support contacts at regular intervals with the person served. As appropriate, contact at regular intervals is made with the employer and significant others.

■ The availability of appropriate personnel for the person served and/or employer during and, if feasible, after regular working hours to provide support services, if requested.

■ The maintenance of contact for a reasonable period of time to promote adequate job adjustment and retention.

■ The availability of services, including re-placement, for persons who are unsuccessful in maintaining employment.

Successful employment services use input from these stakeholders to manage their performance by measuring the satisfaction of employers and related key stakeholders. See related standards in Section 1.M. Performance Measurement and Management in the standards manual. The CARF publication *Managing Outcomes*, which is available on request from your resource specialist, may also be helpful.

Survey Preparation Questions

3. Explain how employers are made aware of the employer services and supports available from your centre.

_____

_____

_____

_____

ESC.B.

4. With the permission of the person served, the centre provides employers with information to support the individual's employment.

Examples

Information might include:

■ Employment-related laws and regulations pertaining to any placements.

■ Benefits available to the employer.

Survey Preparation Questions

4. Give some examples that demonstrate how, with the permission of the person served, your centre provides employers with information to support the individual's employment.

_____

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_____

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ESC.B. ## 5. The centre markets its services to employers.

Survey Preparation Questions

5. Describe how your centre markets its services to employers.

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_____

_____

_____

_____

ESC.B. ## 6. The centre posts job availability information from employers.

Examples

Procedures might include:

- Reviewing job orders for accuracy of job opportunities.
- Verifying employer information prior to input of information into data banks.

Survey Preparation Questions

6. Describe your process for posting job availability information from employers.

_____

_____

_____

_____

Documentation Examples

The following are examples of the types of information you should have available to demonstrate your conformance to the standards in this subsection. See Appendix A for more information on required documentation.

- Information on local job market trends and employer needs
- Procedures for posting job availability information from employers
- Documentation demonstrating the centre's marketing efforts to employers
- Sample information provided to employers

C. Governance and Strategy

These guidelines establish effective and efficient governance between the lead operator of the centre and its partner service providers.

Important Points and Questions

- Written agreements are in place between the centre and its partner service providers.
- The centre governance establishes policies and procedures for active participation of employers.
- The operator verifies qualifications of non-mandated partner service providers.

ESC.C.

1. The operation of the centre is guided by:
   a. Legislative and regulatory requirements.
   b. The strategic goals of applicable government entities.
   c. Contractual obligations and deliverables required by the funder.
   d. Feedback from persons served.
   e. Input from the local community.

Survey Preparation Questions

1. How can you demonstrate or verify to the survey team that the operation of the centre is guided by:

- Legislative and regulatory requirements?

- The strategic goals of applicable government entities?

- Contractual obligations and deliverables required by the funder?

■ Feedback from persons served?

_____

_____

_____

■ Input from the local community?

_____

_____

_____

ESC.C.

2. To clarify relationships, the centre has in place:
  a. Memorandums of understanding (MOU) with the governmental entity.
  b. Contracts with partner service providers.
  c. Formal agreements, when appropriate, with other community agencies.

Examples

Examples might include:

■ Common vision.
■ Customer flow.
■ The process for communication of the centre's services to potential customers (persons eligible for services, families, and employers).
■ Levels of services.
■ Referral mechanisms that enable service providers to efficiently make referrals to services for customers.
■ Joint accountability for outcomes.
■ Rights of the centre's partner service providers
■ Rights of the centre's administration and executive leadership.
■ Responsibilities of the centre's administration and executive leadership.
■ Dependability and respect for each other's roles.
■ Commitment of all partner service providers to continuous quality improvement.
■ Facility management (leases, ownership, insurance, and operations).
■ Equipment use and costs.
■ Data sharing agreements.
■ A conflict resolution process.
■ Electronic networking (internal and external).
■ Cross training of staff.
■ The use of a universal release-of-information form.
■ Marketing and promotion of the centre's services.
■ An annual budget.

- Allocation of shared expenses.
- Contingent financial planning for responding to changes, opportunities, or risks.
- The length of time the MOU is effective and a termination clause.
- Access to services for persons with disabilities.
- How agreements are operationalized.

Survey Preparation Questions

2. Does your centre have in place:
   - Memorandums of understanding (MOU) with the governmental entity? ❑ Yes ❑ No
   - Contracts with partner service providers? ❑ Yes ❑ No
   - Formal agreements, when appropriate, with other community agencies? ❑ Yes ❑ No

   If *Yes*, where can the survey team find documentation of these?

   _____

   _____

ESC.C.

3. The local centre's governance authority reflects the composition of the partner service providers.

Survey Preparation Questions

3. Explain how your centre's governance authority reflects the composition of the partner service providers.

   _____

   _____

   _____

   _____

ESC.C.

4. The governance authority:
   a. Establishes the centre's policies.
   b. Ensures management's implementation of policies.

Examples

Established procedures might include:

- The involvement and active participation of employers in planning.
- Creating a partnership with employers that is focused on continuous quality improvement.
- Establishing guidelines for local decision making by its partner service providers.
- Dealing with non-participatory mandated partner service providers.

Survey Preparation Questions

4. Has the governance authority established policies for the centre?

❑ Yes ❑ No

Where are these policies documented?

_____

_____

How does the governance authority ensure management's implementation of policies?

_____

_____

_____

ESC.C.

5. Policies document the accountabilities between the government entity and the centre's administration.

Survey Preparation Questions

5. Do you have policies that document the relationship between the government entity and the centre's administration?

❑ Yes ❑ No

Where are these located?

_____

_____

Documentation Examples

The following are examples of the types of information you should have available to demonstrate your conformance to the standards in this subsection. See Appendix A for more information on required documentation.

■ Community input used in program design
■ Memorandum of understanding with the governmental entity
■ Contracts with partner service providers
■ Formal agreements with other community agencies
■ Procedures established by governing authority
■ Procedures to acquire input from stakeholders and advisory groups
■ Policies documenting the accountabilities between government entities and the centre

D. Design and Management of Employment Services Centres

Description

These standards provide guidelines for the quality design and management of a successful Employment Services Centre.

Important Points and Questions

- The centre assists employers to find qualified employees.
- The centre assists employees to find better jobs faster.
- The centre's structure is documented.
- Insurance is adequate to protect all assets and risks.
- The centre promotes the value of accreditation and certification in assuring quality services.
- Indicators of partner service provider's and subcontractor's performance are used to continuously improve services.
- A planned program of public information shares information with stakeholders.
- Ethics in services are supported by policies and procedures.

ESC.D.

1. **The management manages its ESC to assist:**
   a. **Unemployed and underemployed individuals to find jobs and potential career growth.**
   b. **Employers to find qualified candidates for employment positions.**

Survey Preparation Questions

1. How can you demonstrate or verify to the survey team that the management manages your ESC to assist:

- Unemployed and underemployed individuals to find jobs and potential career growth?

- Employers to find qualified candidates for employment positions?

ESC.D.

2. The organizational structure of the centre is documented.

Survey Preparation Questions

2. Is the organizational structure of your centre documented?

❑ Yes ❑ No

Where is this documentation located?

_____

_____

ESC.D.

3. The design of the centre's employment services considers:
a. Networking of community resources to enhance job development.
b. Employment opportunities in the local job market.
c. Strategies for delivering services in a business model.

Examples

Considerations might include:

- Training opportunities linked to community job openings.
- The personnel needs of the local employers.
- The trends and economic considerations in the local employment sector.
- Wages in different employment sectors.
- Potential for career advancement.
- Labour availability.
- Local economic growth patterns.
- Skill shortages in the local labour market.

Survey Preparation Questions

3. Give some examples that demonstrate how the design of your centre's employment services considers:

- Networking of community resources to enhance job development.

_____

_____

_____

- Employment opportunities in the local job market.

- Strategies for delivering services in a business model.

ESC.D.

4. **The centre establishes criteria by which it selects contracted partner service providers that can meet the needs of the persons served.**

Examples

Criteria might include:
- Adherence to legal requirements, as applicable.
- Adherence to applicable health and safety requirements.
- Commitment to accessibility of facility and services.
- Ethical practices.
- Fiscal stability.
- Fiscal responsibility.
- Commitment to the opportunity for informed choice by the persons served to reflect person-centred service delivery.
- The capacity to provide access to services within defined geographic boundaries.
- The ability to deliver services to the diverse/specific populations eligible for services.
- The ability and willingness to design services based on its customers and other stakeholders.
- Managing conflicts of interest.

The organization demonstrates an awareness of, respect for, and attention to the diversity of the people with whom it interacts (persons served, personnel, families/ caregivers, and other stakeholders) that are reflected in attitudes, organizational structures, policies, and services.

Survey Preparation Questions

4. What are the criteria you have established for selection of contracted partner service providers that can meet the needs of the persons served?

_____

_____

_____

_____

ESC.D.

5. **When training, educational opportunities, or needed support services are not available at the centre or through its partner service providers, referrals are made to qualified community agencies.**

Survey Preparation Questions

5. What is your process for making referrals to qualified community agencies when training, educational opportunities, or needed support services are not available at the centre or through its partner service providers?

_____

_____

_____

_____

Identify some examples.

_____

_____

_____

_____

ESC.D.

6. **The centre implements operational procedures with the partner service providers.**

Examples

Areas addressed might include:
- Data sharing agreements.
- A conflict resolution process.
- The use of a universal release of information form.
- Electronic networking (internal and external).
- Marketing and promotion of the providers' services.

- Confidentiality.
- Methods for obtaining and using input from the persons served and other stakeholders.
- Advocating for accessibility for the persons served within the provider and in the community.
- Maintenance of a healthy and safe environment for the persons served, personnel, and visitors.
- Recruitment, development, and retention of personnel who meet the needs of the persons served and accomplish the provider's mission.
- Criteria for acceptance.
- The position or entity responsible for making acceptance decisions.
- Opportunities for people to learn about the provider and its services.

Survey Preparation Questions

6. Do you have operational procedures implemented with the partner service providers?

   ❑ Yes   ❑ No

   Describe these procedures.

   _____

   _____

   _____

   _____

   How can you demonstrate or verify to the survey team that these procedures are consistently implemented?

   _____

   _____

   _____

ESC.D.

7. **The centre maintains documentation that indicates the partner service provider has an adequate insurance program in place.**

Examples

Insurance coverage includes:

- Adequate protection of all assets.
- Delineation of the risk responsibility and acceptance of liability at the centre level and at the partner service provider/subcontractor level.
- Coverage for bonding personnel, as appropriate.
- Appropriate malpractice liability insurance.
- Coverage for directors' and officers' errors and omissions, as appropriate, at the centre level.

Survey Preparation Questions

7. Does your centre maintain documentation that indicates the partner service provider has an adequate insurance program in place?

❑ Yes   ❑ No

Explain how this is verified and documented.

_____

_____

_____

ESC.D.

8. **The centre's administration establishes performance indicators for partner service providers to monitor compliance with the contract between the provider and the centre administration.**

Survey Preparation Questions

8. What are the performance indicators for partner service providers you have established to monitor compliance with the contract between the providers and your centre administration?

_____

_____

_____

_____

ESC.D.

9. **The centre establishes and follows planning and monitoring processes.**

Examples

Processes are developed based on relevant information that might include:
- Information gathered at the partner service provider level.
- Information gathered at the centre level.
- Input from the business community.
- Input from the local chamber of commerce representatives.
- Input from the persons served.
- Input from labour union representatives.
- Input from other local, provincial/territorial, and federal stakeholders.
- Labour market data/trends.
- Outcomes measurement data.

Survey Preparation Questions

9. Describe the planning and monitoring processes you have established.

_____

_____

_____

_____

_____

How do you ensure that these processes are followed?

_____

_____

_____

_____

_____

ESC.D.

10. A system is established for sharing training resources among partner service providers, other community services, and other centres.

Survey Preparation Questions

10. Describe the system you have in place for sharing training resources among partner service providers, other community services, and other centres.

_____

_____

_____

_____

_____

Documentation Examples

The following are examples of the types of information you should have available to demonstrate your conformance to the standards in this subsection. See Appendix A for more information on required documentation.

- Application
- Intake process
- Policy of service coordination
- Release-of-information form
- Referral mechanism used between partner service providers
- MOU
- Documentation of organizational structure of centre
- Documentation of each partner service provider's/subcontractor's insurance
- Accreditation, licensing, and certification status of all partner service providers
- Centre's plan for obtaining input from job seekers
- Centre's plan for obtaining input from employers
- Planning and monitoring processes
- Program of public information
- Sample information gathered from partner service provider (outcomes, financial, service utilization, customer satisfaction, demographics) and demonstration of how the information has been used to improve services
- Samples of materials used to share performance information with all stakeholder groups
- Materials used for outreach
- Documentation of staff training
- Documentation of cross training of staff
- Documentation of system used for sharing training resources
- Strategies for a unified automation system
- Case management tracking system
- Data sharing agreements
- Outcomes management system

E. Managing the Quality of Partner Service Providers

Description

Partner service providers are service providers with which the Employment Services Centre contracts and to which it refers persons seeking employment. These organizations may provide a wide range of services to individuals who have met the criteria established for receiving intensive services.

Important Points and Questions

- A centre creates a system of affiliates to meet needs identified in individual plans.
- Formal agreements with partner service providers clarify issues likely to arise and helps to ensure a coordinated effort of services.
- Performance indicators are used to monitor and improve services.
- Partner service providers provide information regarding outcomes, customer satisfaction, and other reports as requested to the centre.
- Partner service providers have outreach efforts.
- Partner service providers share public information.
- Partner service providers provide a comprehensive orientation to services for participants.
- Partner service providers have an organized system to build competency.

ESC.E.

1. Policies documenting the relationship between the partner service provider and the ESC are:
   a. Communicated.
   b. Followed.

Examples

These policies may be included in the contract with each partner service provider.

Survey Preparation Questions

1. How are your policies documenting the relationship between the partner service provider and the ESC communicated?

_____

_____

_____

How do you ensure that these policies are followed?

_____

_____

_____

ESC.E.

2. Partner service providers are monitored through the lead operator's performance indicators to:

   a. Maintain compliance with the agreement between the centre and the provider.

   b. Implement identified methods to improve services, as appropriate.

Survey Preparation Questions

2. Explain how your partner service providers are monitored through the lead operator's performance indicators to:

   ■ Maintain compliance with the agreement between your centre and the provider.

   _____

   _____

   _____

   ■ Implement identified methods to improve services, as appropriate.

   _____

   _____

   _____

ESC.E.

3. As requested, partner service providers provide the following to the centre:

   a. Outcomes performance information.

   b. Service utilization information.

   c. Customer satisfaction data.

   d. Reports concerning the participants.

Survey Preparation Questions

3. How can you demonstrate or verify to the survey team that, as requested, partner service providers provide the following to your centre:

   ■ Outcomes performance information.

   _____

   _____

   _____

   _____

■ Service utilization information.

_____

_____

_____

_____

■ Customer satisfaction data.

_____

_____

_____

_____

■ Reports concerning the participants.

_____

_____

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_____

ESC.E. **4. Partner service providers provide an orientation to their services for the person served.**

Survey Preparation Questions

4. How do you ensure that your partner service providers provide an orientation to their services for the person served?

_____

_____

ESC.E. **5. Partner service providers have demonstrated competencies that address the needs of the persons served.**

Survey Preparation Questions

5. How do you ensure that your partner service providers have demonstrated competencies that address the needs of the persons served?

_____

_____

_____

ESC.E.

6. Policies and procedures are in place to support ethics in services.

Survey Preparation Questions

6. Describe the policies and procedures you have in place to support ethics in services.

_____

_____

_____

_____

Where are these policies documented?

_____

_____

How can the survey team verify that these policies and procedures are followed?

_____

_____

_____

ESC.E.

7. Partner service provider services are coordinated with other services provided by the centre.

Survey Preparation Questions

7. Explain how partner service provider services are coordinated with other services provided by your centre.

_____

_____

_____

_____

ESC.E.

8. The services provided by each partner service provider are reviewed at least annually by the centre.

Survey Preparation Questions

8. What is your process to ensure that the services provided by each partner service provider are reviewed at least annually by your centre?

_____

_____

Documentation Examples

The following are examples of the types of information you should have available to demonstrate your conformance to the standards in this subsection. See Appendix A for more information on required documentation.

- Policies documenting the relationship between partner service providers and the centre
- Reports from partner service providers of outcomes performance, service utilization, and customer satisfaction
- Documentation of partner service providers' outreach
- Demonstration of partner service providers' public information process
- Policies and procedures supporting ethics in services
- Service coordination procedures
- Reports from partner service providers concerning job seekers
- Annual evaluations by the centre of each partner service provider

Appendix A
Required Written Documentation

The following tables list standards in this document that explicitly require some form of written evidence in order to achieve full conformance.

When interpreting CARF standards, the following terms *always* indicate the need for written evidence: *policy*, *plan*, *documented*, *documentation*, and *written*. Other terms may also indicate the need for specific written information.

This list is not inclusive of all the documentation that will be reviewed during the survey of your organization.

Standard	Requirements	Location of Documentation
A. Employment Services Centre Design for Persons Served		
A.4.a.	Documentation of the criteria used to identify the service level that persons served are eligible to receive based on identified needs	
A.10.b.	Documented informed consent for services from persons served	
A.16.	Individualized service plans for persons served	
A.22.	Written permission of the persons served for personnel to provide advocacy by sharing feedback regarding the services received with the agencies and organizations providing the services	
C. Governance and Strategy		
C.2.	Memorandums of understanding with governmental entity, contacts with partner service providers, and formal agreements, when appropriate, with other community agencies	
C.5.	Policies documenting the accountabilities between the government entity and the centre	
D. Design and Management of Employment Services Centres		
D.2.	Documentation of the organizational structure of the centre	
D.7.	Documentation indicating that each partner service provider has an adequate insurance program in place	
E. Managing the Quality of Partner Service Providers		
E.1.	Policies documenting the relationship between partner service providers and the centre	
E.6.	Policies on ethics in services	