

**CARF Accreditation Report**  
**for**  
**Goodwill Industries of Northwest**  
**Ohio, 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](http://www.carf.org/contact-us).

**Organization**

Goodwill Industries of Northwest Ohio, Inc.  
1120 Madison Avenue  
Toledo, OH 43604

**Organizational Leadership**

Amy Wachob, President/CEO  
David Takats, Chief Mission Officer  
Kellie Schlachter, Chief Financial Officer

**Survey Number**

168916

**Survey Date(s)**

April 12, 2023–April 14, 2023

**Surveyor(s)**

Kathy Leuelling, Administrative and Program

**Program(s)/Service(s) Surveyed**

Community Employment Services: Job Development  
Employment Planning Services

**Previous Survey**

July 27, 2020–July 29, 2020  
Three-Year Accreditation

**Accreditation Decision**

**Three-Year Accreditation**  
**Expiration: May 31, 2026**

# Executive Summary

This report contains the findings of CARF’s site survey of Goodwill Industries of Northwest Ohio, Inc. conducted April 12, 2023–April 14, 2023. 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 Northwest Ohio, Inc. demonstrated substantial conformance to the standards. The organization provides excellent supports for clients with disabilities in job development and employment planning. The organization enjoys a high level of satisfaction among clients, families, community partners, and other stakeholders. The board of directors, leadership, and management are recognized for their willingness to explore opportunities that promote workforce development within each community served. The organization has developed excellent plans for strategy and risk that are living documents used to guide decision making. The leadership team has clearly made a commitment to ongoing performance improvement by incorporating the CARF standards into the daily operations of the organization. The organization should address opportunities for improvement, including measurable goals in performance appraisals, enhancements to technology policies, and inclusion of service access and service experience targets in performance measurement plans and analysis.

Goodwill Industries of Northwest Ohio, Inc. appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. Goodwill Industries of Northwest Ohio, 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 Northwest Ohio, 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 Northwest Ohio, Inc. was conducted by the following CARF surveyor(s):

- Kathy Leuelling, Administrative and 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 Northwest Ohio, 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: Job Development
- Employment Planning 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 Northwest Ohio, Inc. demonstrated the following strengths:

- The organization is congratulated on its 90-year anniversary being celebrated in 2023. The organization is respected and valued for the services provided and commitment to the communities served. The leadership team strives to ensure that the brand identity focuses on the mission and is not overshadowed by retail operations. The organization has also worked diligently to develop partnerships and collaborations with other organizations within the community to connect clients with services from the organization in the best position to provide the supports needed.
- The board of directors includes a representation of the geographic areas served and a diverse array of professional backgrounds. The board provides governance through meetings, committees, and regular communication with the CEO while also taking care to keep its focus on governance rather than daily operations. Board members shared their respect for the CEO as a “fabulous leader who is both strong and compassionate.”

- The leadership and management teams are recognized by the board and CEO as having a heart for the mission and moving as one to ensure success. The teams work closely with regular meetings, daily communication, and a group effort to ensure that the clients receive quality, person-centered supports while also maintaining business requirements. The leadership and management teams include a large number of individuals with significant tenure, including people who have been promoted from within the organization, including the CEO who began her career with Goodwill as a part-time cashier.
- Succession planning and workforce development are linked to Goodwill University with a defined roadmap for movement throughout the organization. Each career track defines skills, experience, qualifications, aptitude, and development opportunities. Leadership ensures that each employee has access to the development opportunities needed to prepare for potential advancement to every position from head cashier to CEO.
- The organization has invested considerable time and resources into the development of plans for strategy and risk management. Plans are separate; however, there is considerable integration between the two recognizing that growth strategy includes the need to take risks without jeopardizing the organization's ability to maintain a strong quality and financial position. It is evident that both plans are working documents that guide decision making and allow for movement.
- The organization demonstrates a strong commitment to safety. The addition of a full-time safety coordinator ensures that procedures and drills are up to date and emergency supplies are readily available. A new addition to the safety plan is a set of transportation bags that are available to staff when transporting clients. The organization also benefits from an active safety committee with representation from all departments and geographic areas.
- Staff members in the employment program are knowledgeable about best practices in employment planning and job development. It is evident that staff members are dedicated to the mission and values and truly want to see each client succeed on the job. The team has developed numerous relationships with businesses in the community that benefit clients seeking employment and help to open opportunities for career opportunities that the client might not have considered.
- Comments from clients include “staff are amazing,” “she helps me with everything I need,” and “this is the best job I have ever had.” Clients appreciate the patience demonstrated by staff as they are developing new skills and a better understanding of what it takes to find and keep a job. The clients also appreciate knowing that the employment staff will still be available if they need support in the future.
- Stakeholders, including family members, employers, and referral sources, all express a high level of satisfaction with the employment services received. Beginning with preemployment planning and work experience and continuing through job development, staff members are praised for listening to the preferences of the client and identifying jobs that suit each person.
- The leadership and employment teams are recognized for their consideration of groups typically underserved. In addition to the reentry program for persons leaving the criminal justice system, the organization has begun exploring avenues for supporting youth aging out of foster care. Staff members are currently conducting a series of focus groups that meet regularly with a group of young people in foster care to discuss what is needed to transition to employment and independent living.

## 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**

There are no recommendations in this area.

### **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.

## **Consultation**

- The organization has a robust strategic planning process with input from a variety of sources. As the organization plans for the next three-year cycle, consideration of small focus groups with discussion topics looking at what clients might want five, ten, or 15 years from now could provide feedback about changing expectations and ideas to prepare for the longer term. The organization might also consider the strengths, opportunities, aspirations, and results (SOAR) model as a rework of the traditional strengths, weaknesses, opportunities, and threats model. SOAR reframes strategy in a positive direction. Weaknesses and threats are not ignored; they are reframed as opportunities.

## **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 from persons served, personnel, and other stakeholders
- 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
- Review/audit of financial statements
- Safeguarding funds of persons served, if applicable

### 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

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information

- Critical incidents
- Infections and communicable diseases
- Health and safety inspections

## **Recommendations**

There are no recommendations in this area.

# **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 backgrounds/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

## **Recommendations**

### **1.I.4.c.(2)**

Driving records are checked annually by the insurance company for employees required to drive on the job. It is recommended that the organization implement written procedures that address timeframes for verification of backgrounds throughout employment. A three- to five-year period for verification might be considered because there are no guidelines from funders.

### **1.I.8.f.**

While there is some evidence of measurable goals, most goals are broad and difficult to assess objectively. It is recommended that the organization implement its written procedures for performance appraisal that address measurable goals. The organization might consider linking at least one employee goal to the measurable goals in the performance measurement or strategic plans. In addition to ensuring that goals are measurable, this could have the added benefit of engaging employees throughout the organization in the success of the clients and organization as a whole.

## 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, including input from stakeholders
- Technology and system plan implementation and periodic review
- Technology policies and procedures

### Recommendations

1.J.3.d.(2)

1.J.3.d.(3)

1.J.3.d.(4)

1.J.3.d.(6)

The organization has included most policies related to technology in the technology plan. It is recommended that the organization also implement policies and procedures related to security, including audit capabilities, data export and transfer capabilities, decommissioning of physical hardware and data destruction, and remote access and support. While defining these policies, the organization might also consider separating the technology policy from the technology plan.

### Consultation

- Regular tests of the backup and restoration procedure are conducted with no problems identified. As a further test of technology and business continuity procedures, consideration could be given to an annual tabletop exercise testing the organizationwide business continuity plan. A scenario of a major disaster with potential to disrupt business, mission, and technology for a longer period could be discussed at the table by members of the recovery team. Discussion of actions needed might help to identify blind spots in the plan and allow for plan improvement.

## 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

#### 1.M.3.a.(2)(e)

The organization has developed a performance measurement and management plan that addresses nearly all of the required elements. It is recommended that the performance measurement and management plan address, for each program/service seeking accreditation, identification of measures for service delivery objectives, including service access.

#### **1.M.5.b.(5)**

While measures of service experience of clients have been established, it is recommended that in order to measure experience of services received and other feedback from the clients, each program/service seeking accreditation document a performance indicator that includes a performance target that is based on the organization's performance history or established by the organization or a stakeholder or is based on an industry benchmark.

#### **1.M.6.b.(5)**

While measures of service experience of other stakeholders have been established, it is recommended that in order to measure experience of services received and other feedback from other stakeholders served, each program/service seeking accreditation document a performance indicator that includes a performance target that is based on the organization's performance history or established by the organization or a stakeholder or is based on an industry benchmark.

#### **1.M.8.a.**

##### **1.M.8.b.(1)**

##### **1.M.8.b.(2)**

##### **1.M.8.b.(3)**

##### **1.M.8.b.(4)**

##### **1.M.8.b.(5)**

It is recommended that in order to measure service access, each program/service seeking accreditation document an objective and a performance indicator, including to whom or what the indicator will be applied, the person(s)/position(s) responsible for collecting the data, the source(s) from which data will be collected, identification of relevant timeframes for collection of data, and a performance target that is based on the organization's performance history or established by the organization or a stakeholder or is based on an industry benchmark.

## **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

### 1.N.1.c.(2)

### 1.N.1.c.(3)

### 1.N.1.c.(5)

While the annual analysis includes the experience of clients and other stakeholders, there is no target established to allow the organization to conduct an analysis. It is recommended that the analysis of service delivery performance address service delivery indicators for each program/service seeking accreditation, including, at a minimum, experience of services received and other feedback from clients and other stakeholders. The analysis should also address measures of service access once those measures have been developed.

### 1.N.3.b.(1)

As performance targets for service experience and service access are analyzed, the results of performance analysis should be used to facilitate organizational decision making regarding service delivery.

## 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

##### 2.A.12.c.

It is recommended that any release of confidential information have a time limitation. The organization might consider adding a statement at the bottom of the release-of-confidential-information form that states the release will expire one year from the date it was signed.

## 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.

## 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.A. Employment Planning Services (EPS)**

### **Description**

Employment planning services are designed to assist a person seeking employment to learn about employment opportunities within the community and to make informed decisions. Employment planning services are individualized to assist a person to choose employment outcomes and/or career development opportunities based on

the person's preferences, strengths, abilities, and needs. Services begin from a presumption of employability for all persons and seek to provide meaningful information related to planning effective programs for persons with intervention strategies needed to achieve the goal of employment.

Employment planning uses some type of employment exploration model. This may involve one or more of the following:

- Situational assessments.
- Paid work trials.
- Job tryouts (may be individual, crew, enclave, cluster, etc.).
- Job shadowing.
- Community-based assessments.
- Simulated job sites.
- Staffing agencies/temporary employment agencies.
- Volunteer opportunities.
- Transitional employment.

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

- Work interests are explored and identified.
- Recommendations for employment options are appropriate.
- Employment planning reports lead to job goals.
- Transferable work skills and employment barriers are identified.
- Benefits planning is included.
- Services are timely in their delivery.
- Services are cost-effective.
- Individuals served understand recommendations that are made.
- Individuals served identify desired employment outcomes.

### **Key Areas Addressed**

- Employment opportunities within the community
- Informed decision making by participants
- Referrals to services to implement employment plan

### **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.

Note: In making the determination of what an organization is actually providing in comparison to these service descriptions, these factors are considered: the mission of the services, the program descriptions, brochures and marketing image for these services, and the outcomes of the services.

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.

### **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.

# Program(s)/Service(s) by Location

## **Goodwill Industries of Northwest Ohio, Inc.**

1120 Madison Avenue  
Toledo, OH 43604

Community Employment Services: Job Development  
Employment Planning Services