

**CARF
Survey Report
for
Community Work
Shops, Inc. dba
Community Work
Services**

Organization

Community Work Shops, Inc.
dba Community Work Services (CWS)
174 Portland Street
Boston, MA 02114

Organizational Leadership

Serena M. Powell, M.S., CRC
Executive Director

Eugene Gloss
Vice President of Workforce Development

Robert Fawls
Vice Chair, Board of Directors

Paul Davis
Chair, Board of Directors

Survey Dates

September 9-11, 2015

Survey Team

Colleen M. Kennedy, M.S., Administrative Surveyor

Matthew J. Horvath, M.S.Ed., Program Surveyor

Sharon B. Taylor, Program Surveyor

Programs/Services Surveyed

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

Previous Survey

August 15-17, 2012
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: April 2018



Three-Year Accreditation

SURVEY SUMMARY

Community Work Shops, Inc. dba Community Work Services (CWS) has strengths in many areas.

- CWS has a strong and involved board. Board members have been active and supportive in bringing about significant changes during the past two years, including combining the organization with Fedcap Rehabilitation Services, Inc. and assuming the provision of services in Rhode Island. The merger of CWS and Fedcap has strengthened the organization's financial picture by providing access to reserves that enable it to pursue opportunities and to take creative approaches to meet community needs. The board is kept informed by leadership, and the board orientation manual is an excellent resource that is kept up to date.
- The visionary leadership is committed to the organization's mission, and it is open to new and innovative approaches to assisting participants to realize their employment potential. Senior management emerging from the corporate merger is strong, and members work as a team to promote CWS' broadened mission.
- The organization's comprehensive continuity of operations plan (COOP) sets forth detailed roles for managers in the event of an emergency or disruption of command.
- Staff members are dedicated and committed to creating positive outcomes for participants.
- Stakeholders commented that staff members are respectful and always supportive, and that they go "beyond expectations."
- CWS provides strong mandatory and optional training, and staff members are encouraged to increase their depth of knowledge related to training topics.
- The organization demonstrates a commitment to safety. Since the previous CARF survey, it has developed an emergency plan and listing of participants with mobility issues, including staff members assigned to assist individual participants. Clear guidelines regarding what constitutes an incident and to whom it is to be reported have been developed, and the risk management plan is comprehensive and insightful.
- CWS' impressive and comprehensive technology plan includes an annual external audit of policies, procedures, security, and supports, and it promotes best practices.
- The organization's new computer center provides participants the opportunity to identify and seek jobs in a more independent and timely manner.
- CWS is commended for the attention paid to staff/participant boundaries, conflicts of interest, and confidentiality in its written ethical codes of conduct.
- The organization acts as an advocate for persons with disabilities and employment challenges, and it is active in community associations. Business leaders on the board and advisory council serve as community conduits for the promotion of employment and provide improved access to employment opportunities for participants. Representatives of various businesses conduct mock interviews with participants who are actively seeking employment.
- Funding and referral sources in Massachusetts expressed satisfaction with services provided by CWS. They view the organization as a flexible and responsive producer of excellent outcomes in terms of the number of working participants and their job longevity. In particular, they noted its

willingness to work with participants with behavioral or legal challenges whom other providers might decline to serve. The organization appears to have garnered respect in its field based upon its approach to services and success rates.

- The funding source in Rhode Island is especially complimentary about CWS' track record of serving participants covered by the Interim Settlement Agreement with the U.S. Department of Justice. In an atmosphere of continual oversight, the organization has hit all of its benchmarks in a short period of time. CWS is described as collaborative and creative, and it has developed an approach that could serve as a business model for moving participants from facility-based services to community-based services.
- CWS utilizes a number of strategies to help the community learn about its services and to facilitate referral to services. For example, tours of the organization are conducted every Wednesday, and the service referral form can be found on its website. These methods make it easy and convenient for persons seeking services, their families, and funders to quickly learn about services.
- The organization is commended for developing a number of collaborative partnerships that enhance its visibility in the community, highlight participants' abilities and strengths, and promote employment opportunities. The collaborative network includes Massachusetts Rehabilitation Commission benefits counseling; Rosie's Place; Legal Advocacy and Resource Center, Inc. (LARC); Action for Boston Community Development (ABCD); Pine Street Inn; HomeStart, Inc. Victory Programs; Massachusetts Department of Mental Health; and providers of free tax services and advice.
- Participants expressed a high level of satisfaction with the services and staff members of CWS. Strategies utilized in both competitive and supported job placement services, including job-site consultation, job carving, and natural supports, are considered best practices. It is evident that job developers and case managers are passionate about their jobs and that they understand the needs of participants, employers, and funders. Family members praised staff members for being supportive and for "going the extra mile."
- The organization's job training and skill training programs provide opportunities for vocational exploration, assessment, and the refinement of soft skills.
- CWS is complimented for the job matches it has made for participants in the community, including Restaurant Associates, Aramark, Gate Gourmet, Sebastians, and Boston Dermatology and Laser Center. Solid job matches enrich participants' lives and build a positive name for the organization.
- The organization has developed numerous quality contracts that improve participants' lives by providing needed income and facilitating improvement of their work skills. These include contracts with Portsmouth Naval Shipyard; Panorama Foods, Inc.; PerkinElmer; and Central Paper Company, Inc.

CWS should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, CWS provides quality services and supports to participants with intellectual challenges and individuals with challenges to employment. Management and staff members demonstrate a strong commitment to the organization's mission. CWS is responsive to changes in the field, and it is willing to redesign services to align with those changes. For example, it has taken on a significant contract in Rhode Island. Participants, families, and funding sources are satisfied with the services

provided. The organization faced significant changes in merging with a much larger organization that is headquartered in New York. Although CWS will retain its identity, it has adopted many systems and practices of Fedcap. The organization's expansion into a challenging situation in Rhode Island was handled in a sensitive and successful manner, as attested to by the funding source and oversight body. CWS demonstrates substantial conformance to the CARF standards. Although there are a few areas for improvement, they are scattered throughout the standards sections and minimal in comparison to the organization's strengths. The receptivity of the leadership and staff members to the consultation and other feedback provided during this survey instills confidence that CWS possesses the willingness and capacity to bring it into full conformance to the CARF standards.

Community Work Shops, Inc. dba Community Work Services has earned a Three-Year Accreditation. The board, leadership, and staff members are commended for their commitment to quality, their creativity, and the movement of more services into the community that meet participants' needs. The organization is encouraged to build on its strong history and reputation, to complete all aspects of the merger with Fedcap, and to retain its quality and character as it continues to grow.

SECTION 1. ASPIRE TO EXCELLENCE[®]

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
- Leadership guidance
- Commitment to diversity
- Corporate responsibility
- Corporate compliance

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that "ethical violations" be added to CWS' most recent whistleblower procedure in order to clarify that this category is included.

- The 2014 annual report for Fedcap, of which CWS is a part, includes the names of the organization’s board members; however, the executive director is not listed under “Executive Leadership.” In order for stakeholders to better relate to CWS through its name and persons known to them, it is suggested that the executive director be listed in the report. Consideration might also be given to having a dedicated section in the report or a separate report for CWS that acknowledges its relationship with Fedcap.
-

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

- Strategic planning considers stakeholder expectations and environmental impacts
 - Written strategic plan sets goals
 - Plan is implemented, shared, and kept relevant
-

Recommendations

There are no recommendations in this area.

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

- Ongoing collection of information from a variety of sources
 - Analysis and integration into business practices
 - Leadership response to information collected
-

Recommendations

There are no recommendations in this area.

Consultation

- CWS is encouraged to institute surveys that measure employers' satisfaction with its services and supports.
-

E. Legal Requirements

Description

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements
-

Recommendations

There are no recommendations in this area.

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 annual 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

- Budget(s) prepared, shared, and reflective of strategic planning
- Financial results reported/compared to budgeted performance
- Organization review
- Fiscal policies and procedures
- Review of service billing records and fee structure
- Financial review/audit
- Safeguarding funds of persons served

Recommendations

There are no recommendations in this area.

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

- Identification of loss exposures
 - Development of risk management plan
 - Adequate insurance coverage
-

Recommendations

There are no recommendations in this area.

Consultation

- Numerous potential loss exposures are identified in the risk management plan. CWS is encouraged to expand the plan to include risks to participants, personnel, and the public that are inherent to its provision of additional community-based services.
-

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

- Inspections
- Emergency procedures
- Access to emergency first aid
- Competency of personnel in safety procedures
- Reporting/reviewing critical incidents
- Infection control

Recommendations

H.7.a.(1) through H.7.d.

CWS has procedures for all potential emergencies; however, only tests of the procedures for fires are regularly conducted. Unannounced tests of all emergency procedures should be conducted at least annually on each shift at each location. The tests should include complete actual or simulated physical evacuation drills; be analyzed for performance that addresses areas needing improvement, actions to be taken, results of performance improvement plans, and necessary education and training of personnel; and be evidenced in writing, including the analysis. It might be helpful to preschedule drills during the season(s) of the year that are most relevant to each emergency procedure.

H.14.a. through H.14.b.(3)

Although regular health and safety inspections are conducted at the organization's Boston site, comprehensive health and safety self-inspections should be conducted at least semiannually on each shift and result in a written report that identifies the areas inspected, recommendations for areas needing improvement, and actions taken to respond to the recommendations.

Consultation

- It is suggested that pipes under accessible sinks in all restrooms be wrapped for safety purposes.
- CWS is encouraged to stripe storage areas in the basement to indicate pathways.
- It is suggested that evacuation maps be posted in the building to assist all persons to locate safe exits. Consideration might be given to positioning maps in locations where exit signs might not readily be seen.
- The health and safety committee has not met on a regular basis during the past year. CWS is encouraged to ensure that the committee meets quarterly, as set forth in policy, in order to review and act on incident reports and other safety and health concerns.

I. Human Resources

Description

CARF-accredited organizations demonstrate that they value their human resources. It should be evident that personnel are involved and engaged in the success of the organization and the persons they serve.

Key Areas Addressed

- Adequate staffing
- Verification of background/credentials
- Recruitment/retention efforts
- Personnel skills/characteristics
- Annual review of job descriptions/performance
- Policies regarding students/volunteers, if applicable

Recommendations

I.6.a.(1)

I.6.a.(2)

Although some job descriptions at CWS' Boston site are up to date, many others are outdated, including some that have not been updated in more than five years. Job descriptions should consistently be reviewed annually and updated as needed. It is suggested that a standard process be developed for documenting the updating of job descriptions. At the organization's Providence location, job descriptions are not dated. Although they were created during the past twelve to eighteen months, it is suggested that the dates of creation, review, and revision be notated on job description documents. Approximately half of the personnel records reviewed at the organization's Providence location include job descriptions that were not signed by new staff members. It is suggested that job descriptions be signed by the employee before being placed in the personnel file.

Consultation

- CWS is encouraged to consistently document performance objectives and progress toward their achievement as part of the personnel performance evaluation process.
- Required and optional personnel training is tracked in different ways and filed in various places. For greater efficiency and accuracy, CWS is encouraged to consider tracking training through electronic means. It might consider the Providers' eAcademy system used by the Providers' Council for this purpose.

J. Technology

Description

CARF-accredited organizations plan for the use of technology to support and advance effective and efficient service and business practices.

Key Areas Addressed

- Written technology and system plan
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- Training for personnel, persons served, and others on ICT equipment, if applicable
- Provision of information relevant to the ICT session, if applicable
- Maintenance of ICT equipment in accordance with manufacturer recommendations, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

There are no recommendations in this area.

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

- Communication of rights
 - Policies that promote rights
 - Complaint, grievance, and appeals policy
 - Annual review of complaints
-

Recommendations

K.2.c.(4)

It is recommended that CWS expand its policies promoting the rights of the participants to include freedom from humiliation. It is suggested that this right be included in the list of rights provided to participants.

Consultation

- Although levels of review, including the availability of external review, are documented in the formal complaint procedure for participants in the operations guide, the organization is encouraged to add the availability of external review to the formal complaint procedure included in the participant handbook.
 - Policies on participants' rights are scattered across several documents. It is suggested that the human rights committee review all of these documents for consistency and consolidate them, as appropriate.
-

L. Accessibility

Description

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

Key Areas Addressed

- Written accessibility plan(s)
 - Requests for reasonable accommodations
-

Recommendations

There are no recommendations in this area.

M. Performance Measurement and Management

Description

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected and analyzed, and information is used to manage and improve service delivery.

Key Areas Addressed

- Information collection, use, and management
 - Setting and measuring performance indicators
-

Recommendations

There are no recommendations in this area.

N. Performance Improvement

Description

The dynamic nature of continuous improvement in a CARF-accredited organization sets it apart from other organizations providing similar services. CARF-accredited organizations share and provide the persons served and other interested stakeholders with ongoing information about their actual performance as a business entity and their ability to achieve optimal outcomes for the persons served through their programs and services.

Key Areas Addressed

- Proactive performance improvement
 - Performance information shared with all stakeholders
-

Recommendations

There are no recommendations in this area.

Consultation

- Service delivery performance indicators do not appear to connect to CWS' broad-based strategic plan goals. To assist all stakeholders in understanding and embracing the organization's goals, objectives, and associated outcomes, it might be helpful to develop a method for connecting program performance indicators to the strategic plan. The communication of desired service delivery outcomes could then be more effectively tailored for presentation to various stakeholder groups in more understandable ways.
-

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

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

A.10.b.

The organization's policies and procedures for acceptance into services should be expanded to identify the position or entity responsible for making acceptance decisions.

A.13.c.

All releases of confidential information should have a time limitation.

Consultation

- CWS is encouraged to provide more information regarding its criteria for successful program completion by more clearly defining the entry and exit criteria for its programs. Although participants' files contain numerous useful documents, it is suggested that a process be developed to ensure that each document is complete. This might include the use of indicators to reflect that each document has been reviewed for completeness. In particular, CWS is encouraged to ensure that open and unused spaces on documents are lined through or notated with an "N/A" where appropriate.
 - Although CWS has a policy regarding participants' releases of information, it is suggested that the language addressing the release of third-party information be reviewed for consideration and that the possibility of not releasing any information that has not been developed by CWS be explored.
-

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 his or her 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

B.5.b.(2)

CWS has developed individualized service plans that contain relevant vocational goals, objectives, and methodologies; however, the coordinated individualized service plan should identify specific measurable objectives. Measurable objectives could enable participants and staff members to quickly and easily identify and note progress.

B.6.a.**B.6.b.**

CWS provides assistive technology and reasonable accommodations to participants. However, when it has been determined that there is a need, assistive technology and reasonable accommodations should be addressed in the plan. It is suggested that existing plans be revised to include dedicated, labeled sections for assistive technology and reasonable accommodations to help remind staff members to address these topics in the planning process, as appropriate.

B.7.b.

The organization should consistently document risk assessment results in the individual service plan. One approach might be to add a section to the plan with the heading “health/safety risks” as a reminder to staff members to address this issue, as appropriate.

Consultation

- CWS uses a checklist format in the exit summary to summarize the results of services. It is suggested that a section be added to the form to capture additional pertinent information in a narrative format that might be helpful if the participant returns to the organization for services at a future time.
-

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.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Description

An organization seeking CARF accreditation in the area of employment and community 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 or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, and self-reliance.
- Self-esteem.
- Housing opportunities.
- 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.

C. Community Employment Services

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 individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups, enclaves, 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.

Job Development

Description

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.

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

- Persons obtain community 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.
- Job retention/length of employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Reasonable length of time from referral to placement.
- Employers satisfied with the services.

Employment Supports

Description

Employment support services are activities that are employment-related to promote successful training of a person to a new job, job adjustment, retention, and advancement. These services are based on the individual employee with a focus on achieving long-term retention of the person in the job.

The level of employment support services is individualized to each employee and the complexity of the job.

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

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

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

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

- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in hours worked independently.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Full-time employment.
- Employment with benefits.
- Increase in natural supports from co-workers.
- Persons served treated with respect.
- Increase in participation in the community.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Job/career advancement.
- Employer satisfaction.
- Satisfaction outcomes that reflect needs and expectations of the employee are met.
- Responsiveness to customers.
- Job club to provide a forum for sharing experiences.

Key Areas Addressed

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

Recommendations

C.12.a.

C.12.b.

For participants who are receiving long-term services, there should be a review, at least semiannually, of the level of ongoing supports needed with the participant and employer, as appropriate.

E. Employee Development Services

Description

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

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

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

- Person served obtains employment.
- Person served moves to a training program or better employment.
- Person served retains his or her job.
- Person served obtains improved benefits.
- Increased wages.
- Increased skills.
- Increased work hours.

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

F. Employment Skills Training Services

Description

Employment skills training services are organized formal training services that assist a person seeking employment to acquire the skills necessary for specific jobs or families of jobs. Such services can be provided at job sites in the form of apprenticeships, on-the-job training, and/or volunteer situations; within formal and organized training and educational settings (such as community colleges and trade and technical schools); or within the organization.

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

- Persons show improvement in skill level.
- Specific marketable skills are developed.
- Persons served achieve employment in the area of training.
- Persons secure employment with benefits.
- Persons retain employment.
- Training is completed in a timely manner.
- Training is cost-effective for the results produced.

Key Areas Addressed

- Formal training services
 - Skills, attitude, and work behaviors development/reestablishment
-

Recommendations

There are no recommendations in this area.

G. Organizational Employment Services

Description

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

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

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

- Movement to competitive employment.
- Movement to an integrated environment.
- Increased wages.
- Pay at or above minimum wage.
- Increased skills.

- Increased work hours.
- Minimized downtime with meaningful activities available.
- Exposure to and availability of a variety of jobs.
- Increased ability to interact with others as part of a professional team and to resolve interpersonal issues appropriately.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

Community Work Shops, Inc. dba Community Work Services

174 Portland Street
Boston, MA 02114

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

Community Work Services

20 Marblehead Avenue
North Providence, RI 02904

Community Employment Services: Employment Supports
Community Employment Services: Job Development