

The Quality Standards for Supported Employment

The Quality standard for
the service of Supported Employment



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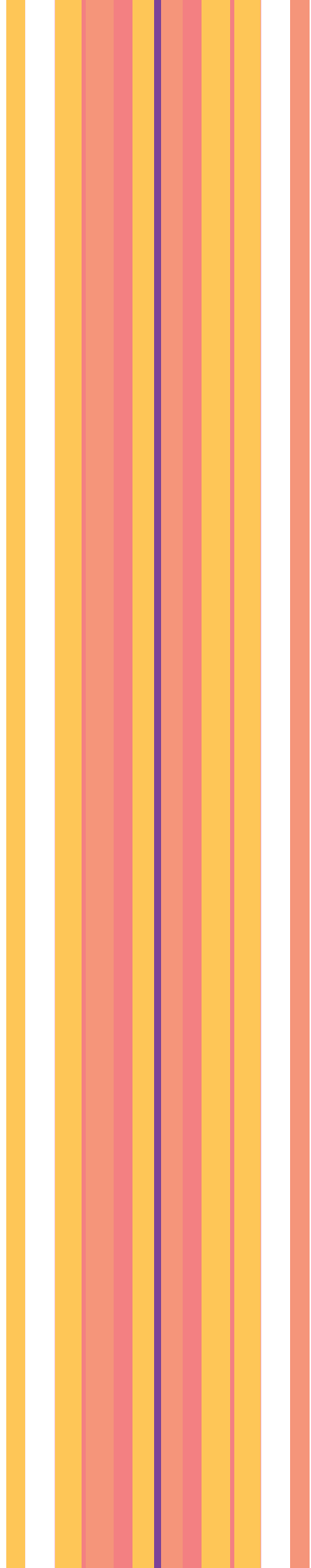
The Standards for supported employment and assessment of the process of achieving quality through the implementation of these standards in practice were carried out within the EQUIP project (2007 – 2009).

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Introduction

Supported employment is a service we can call a social service, but also an employment service. It helps disabled people and long-term unemployed people to find and retain a job at the open labour market. Supported employment helps especially people who are not able to find or retain a job by themselves. Reasons for that may vary. Low qualification, lack of experience, eventually also bad previous experience, lack of self-confidence and motivation can become an obstacle for employment. Supported employment has already a ten year history in Slovakia. The first Agency of Supported Employment was established in Bratislava in 1999 with the goal to help disabled people to find employment. In the first year of operation, APZ was able to find jobs for six severely handicapped people and these jobs were provided by regular employers. This activity was motivated by experience gained at conferences of the European Union of Supported Employment (EUSE). First it was only a model service. As soon as supported employment as a service for people disadvantaged on labour market became a condition for countries to enter the European Union, this type of service started to develop. In 2004, the service of supported employment was embedded into the new Law on Employment Services No. 5/2004. Since then, new Agencies of Supported Employment started to be established in various regions of Slovakia. Today, there are 57 agencies registered in Slovakia. The need for professionalization and improvement of qualification of people working in agencies became a motivation for creation of the Quality Standards for Supported Employment in Slovakia. These standards were created by various working groups, providers, and customers of the supported employment service and also by experts in related areas of social services and counselling during almost three years. Supported employment is more and more popular among experts, employers, and disabled people. It is a service helping people to integrate and to be a part of majority population, to have the same rights for employment and salary. It brings a feeling of satisfaction and usefulness to all people involved.

Viera Záhorcová

Introduction:

Definition

Supported employment (SE) is a terminable service for disabled and long-term unemployed citizens who are looking for regular employment in an open labor market at equal wage conditions.

Starting Points

Supported employment /SE/ has its origin in the USA – it was established 25 years ago as a method for support of integration and employment of people with mental handicap. Gradually, it was used also in other countries and for other groups of citizens marginalized at the labor market. Supported employment supports employment of citizens with disabilities and long-term unemployed people in the open labor market. The goal of SE is to provide support in search for employment and job retention for groups marginalized at the labor market, to support economic and social independence of marginalized citizens who do not have an access to employment.

Quality in SE

During the development of SE, the views on quality of service had changed. This development is never-ending; it is an on-going process. Requirements for SE services are changing especially because of change of needs of citizens.

To reach the quality, the content of a service, content of activity, target group, methods and forms of work and the way how to achieve them, goals and criteria for effective service provision to satisfy needs of clients need to be defined.

The most exerted way to reach service of a good quality is to define standards of provided service.

Importance of Quality Standards

The quality standards for supported employment have an importance in increasing quality of provided SE services. They determine a level, at which we can declare that services provided to a client are of required quality and provided on a standard level. Standards determine a norm for assessment of quality in SE, they provide guarantees for a client and at the same time protect service providers.

Through approval of quality standards for SE, we can achieve

- Systemic approach to SE services
- Improvement of quality of SE services
- Definition and acceptance of individual needs of clients
- Creation of conditions for measurements of clients' satisfaction
- Transparency of relationships and competencies among SE and other services provided within employment area
- Synchronization of activities within SE in service delivery
- Measurable and comparable level of services within SE in different services and different regions
- Increase of acceptance and credibility of services of Agencies for Supported Employment (ASE) as service providers within SE

Development of service quality during the creation of standards was – regarding to requirements and results – divided into several phases:

- Phase of creation of the SE service standard
- Phase of validation of the SE service standard
- Phase of creation and validation of the quality of the SE standard

The goal of the improvements of the process of service quality is to contribute to the development of activities and services within an organization, as well as to perfection of personal skills and capacities of service providers.

Effectiveness and quality of SE should be demonstrated by external sponsor of these services. Together with the service quality development, the goal is also to enable an audit of all clients (internal clients – employees and external clients – unemployed, employers, networks of co-workers, trustees, sponsors), and their engagement into the operational development.

Service standards emphasize the process that occurs between a client and a counselor; supported employment is carried out in various types of organizations. In this phase we have only defined some main requirements for the structure of employees within an organization, development of employees, and principles for functioning. These standards do not cover any quality requirements – for example those related to the management system.

Quality improvements help also in the process of employing people who need special support, even though in such a case it is not possible to use supported employment principles. In the individual and tailored process of employing or during vocational integration, the process is very close to the SE process, so the service standards can be very useful also in such a case.

Supported Employment Principles

Supported Employment is a method for employing people with a disability and long-term unemployed people. The model of functioning can be at the same time adjusted in a way that disabled people and long-term unemployed people can retain a job.

Characteristics of Employment

Form of Employment

The forms of employment were kept as flexible as possible. It can include for example supported employment provided to an individual, work supervision, separated work, work from home, a joint venture or a private enterprise.

Employment Contract

The supported employment method assumes that the employment contract will be signed with a client. Employment contract always includes arrangements related to the safety and security at the work and health care. These arrangements are related also to the supported private enterprises.

Payroll System

Employers are always paid for their work. An employee is paid by a salary related to his/her tasks, and in compliance with collective agreement in that particular economic area and on the same level with salaries in that particular company. The Employee's salary can also consist of salary and social benefits. Employment support can be also included in a salary.

Number of Working Hours in a Week

It is possible to implement any individual plan of working hours; and it is not necessary to state the minimum number of working hours.

Preparation for Work, Training, and Practice

During the time period before the employment, the candidate for a job is trained in the area of social skills, adaptation for working life and its general demands. Working skills are gained directly in the working place.

Support Provider, Quality, and the Amount of Support

Quantity, quality, and duration of the support are adapted to individual requirements. Needs of both – employer and employee – are taken into consideration. Employee gets the support for his/her working tasks from his/her SE counselor and colleagues. Employee can be supported also in other ways – by people from his family, various institutions, or their friends.

Time Duration of an Employment Contract

There are individual solutions used for the determination of the time duration of an employment contract – this situation is similar to all employees in the labor market.

Social Integration in Work

Job satisfaction and integration into a working team is supported wherever necessary.

Opportunities for Career Development

Employees have opportunities for career development in the same way as other employees – with respect to their abilities and skills.

Involvement of a Work Candidate into the Employment Process Planning

In supported employment, full-value involvement of a work candidate into the planning process of a future employment creates a basis for the whole process. In addition to that, supported employment is predestinated for being based on common procedures and standard systems.

“One’s own determination” in the planning was recognized as the main principle, as it is directed toward full and equal integration of a client into the preparation and implementation of an employment plan.

Transferability

Supported employment is suitable as a process of employment for any candidate for a job for which the traditional procedures in the employment services and other forms of services are not sufficient; however, it is inevitable to provide him/her with a special support if he/she wants to get employed. Basically, any unemployed person wishing to have a special support in the employment area, can use supported employment.

The development of quality in supported employment consists of following elements:

- The importance of quality for people who are looking for a job
- Quality indicators in supported employment
- Quality standards for employment services
- Overall quality management
- Qualitative and quantitative indicators for quality assessment

(In Australia, also requirements of ISO 9000 have been included into the quality assessment in supported employment.)

In the USA, supported employment and its effectiveness was the subject of a research done at the University of Indiana (Bond, 1997). In the USA, the general increase of quality of supported employment is applied at least in the work with people with intellectual disability. Evaluation is done in three levels: they assess personnel, organizations, and services. Each level is evaluated according to the way how that particular target group corresponds with relevant criteria.

In addition to that, the national organization for supported employment in the USA – APSE (the Association for Persons in Supported Employment) – has created **ethical instructions** for professionals working in the area of supported employment. These instructions emphasize values of individuality, freedom of choice, respect, participation, competences, social integration, personal immunity, and employment. Trade organizations in Finland have created professional ethical instructions for their members that are binding for their employees working with the supported employment model.

In Europe, there were discussions about the general improvements of quality in supported employment - these discussions were held in the ACCEPT Project in the program for employment within the European Social Fund (ESF) and the European Union of Supported Employment (EUSE). In Germany, the development of the overall quality in supported employment is implemented mostly from the research perspective within the ACCEPT Project which is carried out at the Munster University.

The Phases of Supported Employment Process

Policy on Quality

Processes of supported employment services are in every organization regulated by the policy on quality which is one of the ways how to define quality by a senior management of an organization. Policy on quality represents activities directed toward the production of services of a high quality in various phases of a process. Achieving goals is supported by the policy on quality. **Starting point for activities is based on needs and expectations of a client.** In the best scenario, all cooperating parties (a client, employees, external colleagues, sponsors) understand the content of the policy on quality which regulates everyday activities.

Every organization – whether supported employment is one of many different services or forms an independent project with its own personnel – has to define how it understands supported employment together with qualitative goals in this area.

Policy on quality determines values that have impact on activities and main qualitative goals such as safety of the service, satisfaction of clients, and contractual base of relationship within the service. In addition to that, every organization has to define the idea of its functioning, the idea of supported employment service that often compose key part of the policy on quality.

The Idea of Supported Employment – Philosophy

The idea of supported employment was described in the project focused on quality development.

The goal of supported employment is to improve quality of working and social life of people who need special support through the guarantee of equal rights for employment on the open labor market, ordinary salary, constant support, and a full societal activation. The goal of supported employment is to adjust these tasks to the individual abilities and goals, to provide constant support, to enable equal participation, and to support integration into communities in the area of housing, work, leisure time activities, etc.

Current Situation in Supported Employment in Slovakia

Current Situation and Future Perspectives

- Supported employment is embedded in the Slovak legislation
- Service standards for supported employment in Slovakia are created
- Quality indicators for supported employment in Slovakia are created
- Trained personnel and fixed funding (grants, systematic funding) are an evitable condition for the functioning of supported employment. Through this publication, we would like to present quality standards for services of supported employment as an integral part of overall increase in quality. It covers audit process including self-assessment, development of quality of services as well as external audit. The Slovak Union of Supported Employment (SUPZ) will administer and update these standards in order to secure the criteria included in the service standards are still valid.

Starting Points for the Creation of Quality Standards in Slovakia

Values

Within the process of creation of quality standards, it was necessary to define general values which form starting points for creation and implementation of quality within the service delivery.

Equality

Disabled people have the same opportunities to be employed; this means that the level of their employment is comparable with the overall level of employment in a country. Private entrepreneurs, companies, municipalities, and state are responsible for employment of disabled people and for provision and funding of job opportunities. Equality is implemented in the form of availability of trainings and vocational rehabilitation in such a way that disabled people have an adequate representation in it. Equality is accepted regionally, but also professionally.

Independent Individual Life and Freedom of Choice

A disabled person has a right to choose a profession and a job with regard to his/her skills. Job description enables professional, social, and psychological development, and individual participation.

There are opportunities – especially for young disabled people and people living on an invalidity pension – to get engaged into a working life and to get tasks corresponding with their capacity and skills, with the help of training and rehabilitation provisions.

Source for Living Guarantee

Flexible source of living guarantee, which motivates for work and provides financial security, is necessary. Employed persons – also the one working in a sheltered environment – has a secured source of living corresponding with the subsistence minimum.

This guarantee is provided also for a person on an invalidity pension in a case of unsuccessful return to a working life, i.e. in the case of limited ability to work.

Profitability

Supportive measures combining individual and societal interests, mutual adequacy, and profitability.

Products and services prepared by disabled people are useful, adequate, and properly designed.

The Quality Standards of SE in Slovakia

Structure of Quality Standards of SE:

1. ORGANIZATIONAL-OPERATIONAL STANDARD

Organizational-Operational Standard is focused on the operation of an organization and organizational system; on place and space an organization is providing the supported employment service in; on the space for the first contact with a client; and on the environment an organization is providing the services in.

This standard is focused also on formal requirements related to clients' records, archiving, and registration of data, documentation on a client and an employer and on security provided for the work with these data. In addition to that, it is also solving questions of communication with public, defines regional impact of an organization, availability and accessibility of the service for clients, and also system of external and internal labeling organization.

Organizational – Operational Standard defines requirements for:

- operation of organization
- organization of space
- organizational capacity
- technical equipment
- availability of service
- accessibility of service

2. PERSONAL STANDARD

Personal Standard defines the minimum number of regular employees providing supported employment services in organization and also the form of employment relationship. It also determines the number and type of external co-workers. It defines qualification of counselors in supported employment, the extent and the type of their education. Personal standard is also focused on questions of need for further education and supervision.

Personal standard defines requirements for:

- personal capacity
- professional capacity of employees and external co-workers

3. PROCEDURAL STANDARD

Procedural standard – work with client is focused on types of services provided by an organization delivering supported employment services and on definition of a target group. It defines principles on which support, methods, and form of work with client and employer are based. It is focused also on definition of cooperative persons and organizations within the network of employment and other services. In addition to that it defines criteria of client's satisfaction with the service and criteria of measurability and effectiveness of the provided service. It solves the process of communication with a target group focused on the way how an organization deals with complaints, problems, and inconsistencies.

Procedural standard defines requirements for process of SE service provision and principles for work with a client and employer:

- determination of provided services
- definition of a target group
- principles of supported employment
- management of work with a client
- management of work with an employer
- determination of cooperating subjects and creation of a functional network
- criteria of effectiveness and measurability of a provided service
- criteria to measure satisfaction of a client
- conflict resolution management

Determination of location for service provision (operation of Agency for Supported Employment)

In addition to a seat of an organization, Agency for SE has also an address and location where it provides its services (ASE operation); space for service provision in SE is an office space

Justification: service within SE should be provided in – for a client and a counselor – neutral environment, real address and location of service provision is one of the expressions of transparency of a service also externally.

Organization of Space

- ASE has minimum two rooms
- one room is determined for the work with client, it provides discrete and undisturbed space for SE service provision

Justification: work with a client requires undisturbed space , it is a condition necessary for a client to open up and to induce trustful atmosphere within a consulting process

Organizational Capacity

Organizational Structure / ASE has conditions for:

- A place of the first contact
- Management
- Counselors (professional counselor for SE and job counselor for SE)
- Administration ¹⁾

Note:

1) administration = management of economic, accounting and other agenda of an organization.

Technical Equipment

Equipment of offices

- standard office space (table, chair...)
- friendly space for work with clients equipped with PCs, internet connection, phone, cellular, printer, copy machine, fax, paper shredder
- technical equipment necessary for work, communication, and access to information is available for the employees of organization

Database program

- organization has its own database software in order to file the records of clients in electronic form

Software

- organization has a license for utilization of software

Documentation of clients

- organization owns office supplies necessary for filing clients' documentation

Archiving and registration system

- organization has archiving and registration system for needs of archiving economic, administrative and clients agenda

Accessibility of a Service

Definition of information channels on a service existence

- organization has leaflets, web, information materials ready in place; through these materials it informs clients and public about its services

Published service hours reflecting needs and opportunities of clients²⁾

- service hours of an organization are set up in a way to suit as many clients as possible

Regional impact of ASE

- organization has defined regional impact that secure equal quality of services for the whole region

Distance from a public transport stop

- organization establishes its offices in a way so that the distance from a public transport stop would not be an obstacle for accessibility of its service

Accessibility by public transport

- organization establishes its offices in a way they would be accessible by public, private, or other means of transport

Note:

2) Working hours are set up in a way that they respect traditions and needs of clients. In a case that in an organization, there is no one present during working hours, organization is required to publish this information on time and to secure that clients are really aware about this fact (for example message on the phone, note on a door, information published on a web site).

Existence of service within the grasp of a client

- organization establishes its offices in a way the distance from the residence of a client would not be a problem

Accessibility of a service

Barrier free entrance and space

- organization establishes its offices in a way that physical barriers would not create an obstacle for a client

Marked parking places

- organization has information on reserved parking places located near its offices and this information is available for clients and employers

External marking of offices

- offices of an organization are visibly externally marked – for example by a tag on a building, doors, acoustic and light signalization, contrast text

Interior tagging

- organization has clear and visible tagging of interior spaces – tagging of departments (management of organization, counselors...) nametags on doors, information tags_

Place of the first contact

- organization has a place of the first contact, where it provides all initial information ³⁾

Awareness – information materials, web- page

- organization has a set of information on agency, services provided, contact address, working hours; these information are distributed to clients through defined information channels (see accessibility); within limits it also publishes these information on its web page.

Note:

- 3) Within the cumulating of positions, first contact employee can be a special counselor or a job counselor as well

PERSONAL STANDARD

Personal capacity for services of ASE

Minimum two stable employees

- with the contract of similar labor agreement with ASE)⁴⁾

ASE has a database of external co-workers

- such as rehabilitation doctor, other health-care workers, lawyer, financial consultant, ergonomist...

Education of counselors for SE

Professional counselor for SE:

- Second level of a university degree in the area (social work, social pedagogy, psychology, special or curative pedagogy, andragogy)

or

- Second level of a university degree (different than at point a) complemented by accredited education in the area of supported employment in the minimum extent of 150 hours (professional counselor is a special guarantee, he/she provides specialized activity within counseling, for example a functional diagnosis of a client, analysis of client's capabilities to get a job, special and social counseling, intervenes in crises situations and legal matters....)

Job counselor for supported employment⁵⁾:

- University degree of the first level in related field (social work, social pedagogy, psychology, special or curative pedagogy, andragogy)

or

- First level of a university degree (different than at point a) complemented by accredited education in the area of supported employment in the minimum extent of 150 hours (job counselor provides job counseling, he/she creates individual plans in compliance with a client, communicates with employer, cooperates with employers on preparation of a job seeker for a specific job position, on preparation of a job position, monitors effectiveness of a client within found position and sustainment of a job position....)

- Complete secondary school education complemented by 250 hours of accredited education in the area of supported employment

(first contact with a client, cooperation with offices, communication with employers, monitoring of a client at his/her place of work...)

External co-workers (with relevant education in the field)

ASE participates on development of skills of its employees, supports further, continual, and continuous education of special and job counselors; ASE has its own system of supervision for its employees ready in place.

Notes:

4) regular worker = works 37.5 hours a week for an agency. Cumulation of positions is also an option.

5) Special counselor for SE and job counselor for SE (further only Counselor for SE). Requirements for counselors are in compliance with prepared and existing legislation, second level of university degree for special counseling, first level of university degree for working counseling.

Determination of Provided Services

- provision of special counseling focused on support and help at obtaining and sustainment of a job, provision of labor-law and financial counseling, and provision of special counseling at obtaining and sustainment of a job for long-term unemployed citizens
- determination of capabilities and special skills of disabled and long-term unemployed citizens in compliance with requirements of a labor market,
- search for appropriate employment for disabled and long-term unemployed citizens and its mediation,
- provision of special counseling for employers at employing people and at problem solving during their employment
- selection of appropriate disabled or long-term unemployed citizen for a job based on requirements and demands of an employer
- provision of special counseling for employer at adjustment of a job and working conditions at employment of a specific disabled person (tailored job)
- monitoring at the workplace necessary for obtaining and retaining a job

Definition of a target group

Clients:

- 1a/ disabled citizens
- 1b/ long-term unemployed citizens
- 1c/ citizens from other marginalized groups
- employers

Principles of SE

- a. support is provided individually, according the needs of a client, employer, with respect to his/her requirements and according principles of work of a client oriented process
- b. individual approach taking into consideration principles of preparation of a client and of a „tailored“ job
- c. support is provided only in extent so that the set up and agreed goal would be met, and so that the independence and activization of a client would be supported
- d. during the time of agreement, the support is provided continually, contact with a client is uninterrupted and intensive
- e. the goal of the work with a client is a complex approach in support of his/her integration into society and at quality improvement of his/her life – to meet this goal, ASE contacts co-workers in the network and cooperates with the family environment of a client
- f. ASE uses standardized forms to document and lead a process of work with a client and employer (see attachment)
- g. Counselors consult suggestions and decisions in the team of co-workers of ASE

Course of a process and management of work with a client

Counselor for SE respects following process of the work with a client:

- Implementation of an initial interview
- Conclusion of an agreement with a client on provision, kind and extent, and time of a SE service provision
- Expression of an approval of a client with provision of relevant information outside ASE
- Diagnostic assessment of a client
- Establishment of an individual plan for activities of a client and a counselor
- Defining goals and agreement on goals
- Exploration of necessary information and knowledge needed for successful search for a job and job retention
- Preparation of a client for a job
- Support of a client at adaptation for a job
- Monitoring of a client in his/her job

Process of work with an employer

- raising awareness of employers
- counseling for employers
- keeping a database of employers
- search for clients for new job positions
- search for job positions
- adjustment and modification of job position and working place
- monitoring at working place

Cooperating subjects

ASE has a defined network of cooperating subjects with the goal to complete information and to support a client to get a job

- Organizations representing disabled people
- Organizations of state administration and municipality
- Rehabilitation and therapeutic centers and facilities
- Educational organizations
- Employers organizations
- Other consulting services

Criteria of effectiveness and measurability of provided service

- Number of clients, SE counselor is working with is:
 - maximum 15 disabled clients within one year
 - maximum 60 long-term unemployed clients within one year
- or
- relevant percentage combination (calculation: one disabled client counts for four long-term unemployed clients)
- number of clients employed within the free labor market and number of clients who retained a job is 30% out of clients SE counselor is working with within one year
- client employed within an open labor market is a client with a regular employment contract for minimum of three months
- sustained job position means that a client is working for minimum of six months at a regular job position
- length of SE service provision should not exceed one year, in special cases year and a half

Criteria to measure satisfaction of a client

- fulfillment of goals defined in an agreement on cooperation
- found and retained job position
- long-term, economic and social independence of a client
- change in the process of search, defining, and meeting goals directed towards development of a client
- increased life quality of a client

Management of Conflict Resolution

ASE has a defined process to solve complaints of clients and employers in order to increase quality of provided services of an Agency for Supported Employment

- form for filing a complaint
- making a written form based on verbal complaint
- time limit for verification of a complaint
- internal verification of a complaint
- evaluation of a complaint
- outcome
 - f1/ wrongful complaint (letter to a client),
 - f2/ legitimate complaint (improvement, evaluation made at the presence of a client, notes from a meeting)
- written response to every complaint
- keeping evidence of complaints

These Quality Standards are in the Slovak republic administered by the Slovak Union of Supported Employment (SUPZ).

1. Questionnaire for evaluation of organization-operation standard:

Question	Answer	
	Yes	No
Operation of organization:		
1. Operation space of your organization is:	Residential space	<input type="radio"/> <input type="radio"/>
	Office space	<input type="radio"/> <input type="radio"/>
2. Seat of your organization is equal to location of your operation.	<input type="radio"/>	<input type="radio"/>
Organization of Space		
3. Operation space has: (in addition to sanitary facility)	1 room	<input type="radio"/> <input type="radio"/>
	2 rooms	<input type="radio"/> <input type="radio"/>
	More than two rooms	<input type="radio"/> <input type="radio"/>
4. For work with a client, there is:	A special room	<input type="radio"/> <input type="radio"/>
	A special place within room securing personal character of an interview and of environment space	<input type="radio"/> <input type="radio"/>
5. Space of the organization complies with:	Hygienic regulations	<input type="radio"/> <input type="radio"/>
	Technical regulations	<input type="radio"/> <input type="radio"/>
Organization:		
6. Organization has its own organizational structure.	<input type="radio"/>	<input type="radio"/>
7. Organization has in its structures defined *:	management	<input type="radio"/> <input type="radio"/>
	Place of the first contact	<input type="radio"/> <input type="radio"/>
	Counselors	<input type="radio"/> <input type="radio"/>
	Administration	<input type="radio"/> <input type="radio"/>
8. Organization has job descriptions for specific parts existing within organizational structure.	<input type="radio"/>	<input type="radio"/>
Technical Equipment:		
9. Operation space are furnished with office furniture:	Every employee has at disposal appropriate furniture (table, chair, space for storing documents)	<input type="radio"/> <input type="radio"/>
	Space for work with client is furnished in a „friendly“ way	<input type="radio"/> <input type="radio"/>
10. Job Counselor has an access to:	PC	<input type="radio"/> <input type="radio"/>
	phone (cellular, regular phone)	<input type="radio"/> <input type="radio"/>
	internet	<input type="radio"/> <input type="radio"/>
	printer	<input type="radio"/> <input type="radio"/>
	Copy machine	<input type="radio"/> <input type="radio"/>
	fax	<input type="radio"/> <input type="radio"/>
	Shredder	<input type="radio"/> <input type="radio"/>

- | | | | | |
|-----|---|--|-----------------------|-----------------------|
| 11. | Utilized software has a license. | Operation system(Windows) | <input type="radio"/> | <input type="radio"/> |
| | | Office software (Microsoft Office) .. | <input type="radio"/> | <input type="radio"/> |
| | | Other (if applicable) | <input type="radio"/> | <input type="radio"/> |
| 12. | Organization has its own database program | | <input type="radio"/> | <input type="radio"/> |
| 13. | Records on clients are kept*: | In electronic form | <input type="radio"/> | <input type="radio"/> |
| | | Every client has his/her own client
documentation (in written form) ... | <input type="radio"/> | <input type="radio"/> |
| 14. | Organization has its own *: | Archiving system | <input type="radio"/> | <input type="radio"/> |
| | | Registration system | <input type="radio"/> | <input type="radio"/> |

Availability :

- | | | | | |
|-----|---|---|-----------------------|-----------------------|
| 15. | Organization has defined system
of informing public about
provided services through *: | web | <input type="radio"/> | <input type="radio"/> |
| | | Information material | <input type="radio"/> | <input type="radio"/> |
| | | leaflets | <input type="radio"/> | <input type="radio"/> |
| | | other (please, describe): | | |
| | | | | |
| | | | | |
| 16. | Service hours for clients
of the organization are: | Every work day during working hours | <input type="radio"/> | <input type="radio"/> |
| | | Every work day on specific time ... | <input type="radio"/> | <input type="radio"/> |
| | | Only during specific days | <input type="radio"/> | <input type="radio"/> |
| 17. | Organization is accessible through public transport
(bus, train, local means of transport). | | <input type="radio"/> | <input type="radio"/> |
| 18. | Distance of the organization from
a public transport stop is: | Up to 100 m | <input type="radio"/> | <input type="radio"/> |
| | | More than 100 m | <input type="radio"/> | <input type="radio"/> |
| 19. | Organization has defined its
territorial scope determined by: | Borders of a county | <input type="radio"/> | <input type="radio"/> |
| | | Borders of a region | <input type="radio"/> | <input type="radio"/> |
| | | Organization is active
on national level | <input type="radio"/> | <input type="radio"/> |
| | | Other (describe): | | |
| | | | | |
| | | | | |
| 20. | In the region, your organization is active within – are
there any other organizations providing services in SE? | | <input type="radio"/> | <input type="radio"/> |
| | | Number: | | |
| 21. | How many from your clients are
from region your organization
is focused on? | More than 90% | <input type="radio"/> | <input type="radio"/> |
| | | More than 75% | <input type="radio"/> | <input type="radio"/> |
| | | Less than 75% | <input type="radio"/> | <input type="radio"/> |
| 22. | Do clients – who are not from the
region you are focusing on – have
any other closer organization
providing services in SE? (meaning
the distance / accessibility): | More than a half | <input type="radio"/> | <input type="radio"/> |
| | | Less than a half | <input type="radio"/> | <input type="radio"/> |

Accessibility:

23.	Access to the organization is barrier free.	<input checked="" type="radio"/>	<input type="radio"/>
24.	Internal spaces of the organization are barrier free.	<input checked="" type="radio"/>	<input type="radio"/>
25.	At least one sanitary facility (toilet) of the organization is barrier free.	<input checked="" type="radio"/>	<input type="radio"/>
26.	Internal space are visibly marked.		
	Place of the first contact	<input checked="" type="radio"/>	<input type="radio"/>
	Management of the organization ..	<input checked="" type="radio"/>	<input type="radio"/>
	Administrative and Counseling department	<input checked="" type="radio"/>	<input type="radio"/>
	Sanitary facility	<input checked="" type="radio"/>	<input type="radio"/>
27.	Within its location, organization has a place for the first contact with a client		
	Independent space	<input checked="" type="radio"/>	<input type="radio"/>
	Allocated space within a room	<input checked="" type="radio"/>	<input type="radio"/>
28.	Operational spaces of the organization are visibly marked.		
	Tag on a building	<input checked="" type="radio"/>	<input type="radio"/>
	Navigation tagging within town/village	<input checked="" type="radio"/>	<input type="radio"/>
	Tag on entrance door	<input checked="" type="radio"/>	<input type="radio"/>
	Other (describe):		
		
		
		
29.	Organization informs its clients about reserved parking places located near its offices through:		
	web	<input checked="" type="radio"/>	<input type="radio"/>
	Information materials	<input checked="" type="radio"/>	<input type="radio"/>
	leaflets	<input checked="" type="radio"/>	<input type="radio"/>
	Other (describe):		
		
		
		
30.	Organization has at disposal sources and data media about its activities:		
	Web page of the organization	<input checked="" type="radio"/>	<input type="radio"/>
	Information materials	<input checked="" type="radio"/>	<input type="radio"/>
	leaflets	<input checked="" type="radio"/>	<input type="radio"/>
	Other (describe):		
		
		
		

2. Questionnaire for evaluation of personal standard

Question	Answer	
	Yes	No
Personal capacity:		
31. Regular workers of the organization	Are employees (employment contract – state the number of employees): .. <input checked="" type="radio"/> <input type="radio"/>	
	Number:	
	Are contracted - contract is based on a business license, (state the number): <input checked="" type="radio"/> <input type="radio"/>	
	Number:	
32. Organization has:	Less than two regular workers <input checked="" type="radio"/> <input type="radio"/>	
	Two regular workers	
	More than two regular workers	
33. Organization has a database of external co-workers *:	psychologist <input checked="" type="radio"/> <input type="radio"/>	
	doctor <input checked="" type="radio"/> <input type="radio"/>	
	Rehabilitation experts <input checked="" type="radio"/> <input type="radio"/>	
	Others (occupational therapist, social worker...) (describe):	
	
	
	

Qualification:

- 34a. Special counselor for SE:
(professional counselor is a special guarantee, he/she provides specialized activity within counseling, for example a functional diagnosis of a client, analysis of client's capabilities to get a job, special and social counseling, intervenes in crises situations and legal matters....)
Note: Cumulating of positions is possible
- Second level of a university degree in the area (social work, social pedagogy, psychology, special or curative pedagogy, andragogy)
- Number:
- Second level of a university degree in another area
- Number:
- Other (describe):
-
-
-
- 34b. Job Counselor for SE:
(job counselor provides job counseling, he/she creates individual plans in compliance with a client, communicates with employer, cooperates with employers on

preparation of a job seeker for a specific job position, on preparation of a job position, monitors effectiveness of a client within found position and sustaining a job position first contact with a client, cooperation with offices, communication with employers, monitoring of a client at his/her place of work, ...)

Note: Cumulating of positions is possible

University degree of the first level in related field (social work, social pedagogy, psychology, special or curative pedagogy, andragogy)	<input type="radio"/>	<input type="radio"/>
Number:		
First level of a university degree in another area	<input type="radio"/>	<input type="radio"/>
Number:		
Complete secondary school education	<input type="radio"/>	<input type="radio"/>
Number:		
Other (describe):		
.....		
.....		
.....		
35. Organization has a database of external co-workers with appropriate qualification		
	For example: psychologist – university degree achieved in the field of psychology, social worker – university degree achieved in the field of social work	
	<input type="radio"/>	<input type="radio"/>
36. Organization has a system of education in place and it is implementing this plan		
	Plan of continual education for counselors	
	<input type="radio"/>	<input type="radio"/>
	Plan of supervision	
	<input type="radio"/>	<input type="radio"/>

3. Questionnaire for evaluation of procedural standard

Question	Answer	
	Yes	No
Services provided:		
37. Organization:		
1. provides special counseling	<input type="radio"/>	<input type="radio"/>
2. determinates capabilities and special skills of clients	<input type="radio"/>	<input type="radio"/>
3. searches for appropriate employment for its clients	<input type="radio"/>	<input type="radio"/>
4. provides special counseling for employers at employing its clients of the organization	<input type="radio"/>	<input type="radio"/>
5. selects appropriate client for a specific job	<input type="radio"/>	<input type="radio"/>
6. provides special counseling for employer at adjustment of a job and working conditions	<input type="radio"/>	<input type="radio"/>
7. does the monitoring at the workplace necessary for obtaining and sustaining a job	<input type="radio"/>	<input type="radio"/>

Target group:

38. Organization has determined : target group
- Clients:
- Long-term unemployed
 - Disabled citizens
 - Other marginalized groups
 - Employers
 - Other target group (describe):
 -
 -
 -

Management of supported employment:

39. Every client has his/her own counselor.
40. Client has:
- A chance to choose a counselor.
 - Counselor is assigned to a client ..
41. All activities enabling organization to reach the goal are determined in a plan:
- Necessary trainings, courses
 - Rehabilitation, habilitation
 - Training of working and social skills
 - Communication with employer
 - Preparation of a working place
 - Other (describe):
 -
 -
42. During the course of agreement, client is in contact with counselor:
- At least once a week
 - At least once in two weeks
 - At least once a month
 - Other (describe):
 -
 -
43. Team meetings of counselors with the goal to be informed about clients take place:
- At least once a week
 - At least once in two weeks
 - Other (describe):
 -
 -
44. Counselors use standardized forms and documentation for the work with a client:
- Information interview
 - Data about a client
 - Agreement on aims of job assistance
 - resolution
 - Agreement on cooperation

Assessment of work place and working conditions	<input checked="" type="radio"/>	<input type="radio"/>
Confirmation of the organization about contact with employer	<input checked="" type="radio"/>	<input type="radio"/>
Other (describe):		
.....		
.....		
.....		
45. Register of clients is kept in:		
written form	<input checked="" type="radio"/>	<input type="radio"/>
Electronic form	<input checked="" type="radio"/>	<input type="radio"/>
46. Organization determines satisfaction of a target group with its services through:		
Structured personal interview	<input checked="" type="radio"/>	<input type="radio"/>
Structured telephone interview	<input checked="" type="radio"/>	<input type="radio"/>
Evaluation questionnaire	<input checked="" type="radio"/>	<input type="radio"/>
Other means (describe):		
.....		
.....		
.....		

Course of a process of management of work with a client:

47. Organization provides SE services to a client based on closed agreement	
48. Client agrees (in written form) that he/she will provide the organization with information about himself/herself.	
49. At the first visit of the organization, client gets all contact information (phone no., cellular no., address):	
For the organization	
For his/her counselor	
50. Counselor will inform client all the phases of the support stated in the plan:	
Counselor does the information interview	
Counselor does the diagnostic	
Counselor prepares individual plan	
Counselor defines aims	
Counselor determines appropriate jobs for a client	
Counselor searches for appropriate job	
Client completes a phase of preparation for a job	
Counselor supports a client in adaptation for a job	
Counselor monitors a client at place of work	

Process of work with an employer:

- | | | | | |
|-----|--|--|---|---|
| 51. | Organization informs employers about its activities through: | communication technologies (phone, e-mail, ...) | ● | ● |
| | | Sending information | ● | ● |
| | | Personal contact | ● | ● |
| | | Other (describe): | | |
| | | | | |
| | | | | |
| 52. | Organization provides counseling to employers at employing its clients | About usage of potential financial tools | ● | ● |
| | | In a case of need at adjusting work environment | ● | ● |
| | | At adaptation of employee (client) into work environment | ● | ● |
| | | Other (describe): | | |
| | | | | |
| | | | | |
| 53. | After agreement with employer is done, organization searches for and prepares appropriate client for a job | | ● | ● |
| 54. | Organization creates and keeps a database of employers | | ● | ● |

Cooperating subjects:

- | | | | | |
|-----|---|--|---|---|
| 55. | Organization keeps a database of cooperating subjects | Organizations representing disabled people | | |
| | | Organizations of state administration and municipalities | ● | ● |
| | | Rehabilitation and therapeutic centers and facilities | ● | ● |
| | | Educational organizations | ● | ● |
| | | Other (describe): | | |
| | | | | |
| | | | | |
| | | | | |

Criteria of effectiveness and measurability of provided service

- | | | | | |
|-----|--|--|--|--|
| 56. | In a course of one year, counselor works with following numbers of clients | Disabled citizens /DC/
Number: | | |
| | | Long-term unemployed citizens /LTU/
Number: | | |
| | | Or a relevant combination
Number: DC | | |
| | | Number: LTU | | |

- | | | | |
|-----|---|--|---|
| 57. | Percentage of clients employed at the open labor market /within a year/ out of number stated in point no. 45: | Less than 30%
30% and more | Number:
Number: |
| 58. | Percentage of clients who sustained their job at the open labor market | Less than 15%:
More than 15%: | Number:
Number: |
| 59. | SE service provision for clients takes: /within a year/ out of number stated in point no. 45: | Less than 1 year
Maximum 1 year
In special cases
Maximum 18 months
Limitless | Number:
Number:
Number:
Number:
Number: |
| 60. | Counselor monitors a client at work place: | Less than 3 months
Up to 6 months
Longer than 6 months
Counselor does not do the monitoring at the work place | Number:
Number:
Number:
Number: |

Conflict Resolution Management:

- | | | | | |
|-----|---------------|---|-----------------------|-----------------------|
| 61. | Organization: | Has a form for filling a complaint ready in place | <input type="radio"/> | <input type="radio"/> |
| | | Makes a written form based on verbal complaint | <input type="radio"/> | <input type="radio"/> |
| | | Has a time limit set up for verification of a complaint | <input type="radio"/> | <input type="radio"/> |
| | | Makes a record of internal verification of a complaint | <input type="radio"/> | <input type="radio"/> |
| | | Evaluates complaints in written | <input type="radio"/> | <input type="radio"/> |
| | | Responds to complaints in written | <input type="radio"/> | <input type="radio"/> |
| | | Keeps evidence of complaints | <input type="radio"/> | <input type="radio"/> |

Organization

Contact:

Statutory representative

Filled in by

Date

CODE OF ETHICS of a Counselor for Supported Employment

INTRODUCTION

Every society creates a system of formal and informal rules, according to which are all its parts – people – functioning. These rules are called ethics, morals of that specific society. In general, the ethics is defined as a summary of rules for behavior of people, which are related to external performance, relation to people (Slovník cudzích slov, 1981).

In professions, the object and subject of working activities of which are people, ethics of expert is a part of his/her basic and essential qualification preconditions. Code of Ethics of a Counselor for Supported Employment (further SE Counselor) includes primarily the requirement for his/her knowledge, skills, experience, protection of client's dignity, intolerance for prejudices, respect for full authority of a client, demonstration of the permanent interest in client, professional responsibility, responsibility for provision of services which are on standard level, cooperation with others, and respect for confidentiality.

Code of Ethics of a SE Counselor – summary of rules, norms and ethical principles is a product of SE Counselors who participated on education and a product of the transnational cooperation within activities of the EQUAL project called „Quality in supported employment“. Realizing the impacts of their own conduct and especially of results which can occur as a consequence of disobedience of ethical norms – rules lead to the incorporation of the „Ethical Code of SE Counselor“ into the „Quality Standards of Supported Employment“. Respect and obedience of the ethical code by SE Counselors is an evitable condition, without which we can not talk about the quality of a service within SE. Ethical Code of SE Counselor reflects experience and requirements of both involved groups: clients as well as counselors.

PROCESS

The need for definition of an code of ethics within the transnational group was based on a discussion about relations between the service provider and a client. Definition and elaboration of four ethical principles of „respect, competency, integrity, and responsibility“ of a service provider was an outcome of this discussion.

On a facilitated meeting held during the educational course, national group consisting of SE Counselors divided into two groups created „Code of Ethics of SE Counselor“. Even though groups of SE workers and counselors did not create a code of ethics based on above mentioned four principles defined within the transnational group, collection of ethic norms created in this way was - from the content point of view – very similar.

Code of Ethics of SE Counselor is formed by rules focused on generally respected principles of behavior – on respect, competencies, integrity and responsibilities of a SE Counselor.

1. RESPECT

- Counselor for supported employment (further „Counselor“) respects uniqueness of a client regardless of his origin, ethnic origin, race, state of health, sexual orientation, religious belief, color, sex and age.
- Counselor respects the right of a client for a self-realization in a way that does not violate the rights of others.
- Counselor respects the right of a client for privacy and protection of personal information, personal information are provided to the third person only with the written agreement of a client.
- Counselor respects the client’s right to be informed.
- Counselor respects the client’s right for self-determination, individual approach and a right for choice; supports his/her feeling for responsibility, supports his/her involvement and participation into the problem solving in order to accomplish determined goal.

2. Competence

■ Professional level / innovations

- Counselor is responsible for his/her professional growth, obtaining new information and knowledge and their utilization in practice. In a case of doubts for chosen practice or method, he/she uses services of an independent counselor (supervision).
- Counselor is able to recognize his/her professional boundaries in such an extent so that he/she would not – by unprofessional practice or inappropriately chosen method or service – harm interests of a client.
- Counselor uses at his/her work methods and practices which do not violate his/her health and prevents the burnout syndrome.
- Counselor brings new practices and ideas, he/she is creative, uses latest available information in order to help a client to achieve determined goals.

■ Ethical Behavior

- Counselor approach a client as an equal partner.
- Counselor is aware of the fact he/she can be exposed to ethical problems.

■ Boundaries of Competence

- Counselor is responsible for selected practice and methods of work. Counselor can recognize and admit his/her boundaries, he/she is working only within his/her knowledge and experience

3. INTEGRITY

■ **Honesty and Exactness**

- Counselor does not wake unreal visions and expectations in the client, informs him/her clearly and in a responsible way about provided services, determines goals that are adequate to capacity and abilities of a client.
- Counselor informs an employer in a realistic and true way about his/her education, practice and results of his/her work (researches, projects, publications).
- Counselor does not require inadequate benefit from the outcomes of collective research and projects.
- Counselor does not accept any presents from clients, does not participate at any activities which are in a contradiction of good manners or are illegal.

■ **Personal Boundaries**

- Counselor does not make with a client any familiar or other intimate contacts, problem solving and accomplishing of goals stay on professional level.
- Counselor avoids sexual harassment from the side of a client, in a case he/she has any suspicion for such a behavior at the work place, he/she informs his/her employer.

■ **Conflict of Interest**

- In order to provide professional and unbiased service, counselor does not provide a service to a friend, partner or a family member; he/she is aware of the fact that a conflict can occur also after the service provision is finished.

■ **Non-ethical Behavior**

- Counselor avoids non-ethical behavior, and in a case he/she is accused of non-ethical behavior, he/she approaches appropriate competent body with the request for a verification of such a accusation.

4. RESPONSIBILITY

Counselor is responsible for chosen methods, practices, and timelines for services, for results of his/her work and accomplishing of goals.

- Counselor provides counseling to everybody who is interested in it. He/she has the right to reject a client only in a case he/she is aggressive or under the influence of intoxicating liquor or drugs.
- Counselor is responsible for professional performance and observance of commitments resulting from the agreement with his/her employer.
- In a case of conflict of interest, counselor should draw attention of the employer to such a case beforehand.

Following people were participating on the creation of Quality Standards for Supported Employment:

- 54 employees from 24 Agencies of supported employment,
- Representatives of the Ministry of Labour, Social Affairs, and Family,
- Representatives of the Central Office of Labour, Social Affairs, and Family
- Representatives of labour offices
- 26 experts in two expert groups consisting of representatives of agencies, labour offices and Central Office of Labour, Social Affairs, and Family, and the Ministry of Labour, Social Affairs, and Family,
- experts working in the field of quality of social services and quality of process management
- members of organizations representing the interests of people with disabilities and other groups of people disadvantaged on the labour market
- disabled citizens

The document was prepared thanks to the active engagement of following Agencies of Supported Employment (APZ):

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Conclusion

Presented Quality Standards for Supported Employment were created not only for service providers in the area of supported employment - thus for counsellors working for agencies of supported employment, but also for customers of these services. Service provision on a good quality level and satisfaction of clients should be the interest of all involved stakeholders.

These Quality Standards were created and accepted by the majority of service providers and that is why they should serve as an efficient tool for internal evaluation of an organization, human resource development and for assessment of service effectiveness. In many countries, standards became a tool used by customers and donors to evaluate service quality and efficiency. We expect that in Slovakia, Standards would become also a tool for external evaluation of this service, and also that the minimum standard will be obligatory for every supported employment service provider and also a tool for effective funding of this type of service.

Many advanced countries consider funding and resources available for the service to be a priority when they form quality standards. This condition is important not only because of the sustainability of the service. We believe that Slovakia will prefer supported employment service of a good quality as a presumption for meeting requirements of social inclusion and employment of groups disadvantaged on the labour market.

In the project of Quality Standards implementation, we were cooperating with the Slovak Union of Supported Employment (SUPZ). SUPZ associates agencies of supported employment and their supporters; it enforces philosophy of employment of disadvantaged and disabled people on the open labour market.

SUPZ becomes the administrator of the Quality Standards of Supported Employment in Slovakia.

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