

Community Employment Services



Functional Industries, Inc.
"Meeting Tomorrow's Needs Today"

About This Manual

Functional Industries' Community Employment Services Manual is designed to be utilized for a wide range of activities, processes and purposes which include:

- To provide thorough narrative descriptions of Functional Industries' mission, vision, values, purpose and prescribed organizational processes, practices and protocol
- To serve as a document and resource for training and reference
- To centralize information and references that documents Functional Industries' adherence to current CARF accreditation standards, as well as other licensing and/or regulatory requirements
- To stimulate the discussion and development of exceptional service standards and service delivery strategies
- To serve as a foundation for continuous organizational development, service enhancement and ongoing quality improvement
- To serve as a comprehensive reference tool that connects all of Functional Industries' program information and business practices

(Alternative Formats Available Upon Request)

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INTRODUCTION

Perspective

Many people with disabilities want opportunities to be part of the general workforce, but don't see how it's possible or aren't given resources they need to work. Minnesota is an Employment First state working to help people with disabilities find competitive, integrated employment. Yet despite our burgeoning economy and local labor shortages, substantial numbers of people with disabilities who want to work remain unemployed or underemployed.

Functional Industries is committed to providing comprehensive employment and training services to ensure that as our community addresses the ongoing issues of economic development and prepares its workforce, that people with special needs are not left behind.

We believe that disability and disadvantage are a natural part of the human experience and in no way diminish the rights of individuals to live independently, enjoy self-determination, make choices, contribute to society, pursue meaningful careers, and enjoy full inclusion and integration in the economic, political, educational, cultural and social mainstream of our community.

Our mission is to provide the persons served with the tools necessary to make informed choices and decisions; and achieve equality of opportunity, full inclusion and integration in society, employment, independent living, and social and economic self-sufficiency.

Self-Sufficiency through Person Centered Planning

Central to our service delivery strategies is the goal of empowering individuals to maximize their employment, independence, inclusion and integration into the community, and increase their social and economic self-sufficiency through "person centered planning".

What Person Centered Planning Is and Is Not:

Person centered planning as defined by our programs is NOT a service delivery strategy or employment program with predetermined services and a set way of delivering them.

Person centered planning IS a process that differs from person to person according to what they determine is necessary and desirable to create a meaningful life and

satisfying career. Program participants do not receive services as determined by traditional models. Consumers are free to “order off a menu”; choosing only the services they want, and determining what ways the services will be provided to best meet their needs.

Achieving self-sufficiency through person centered planning requires an approach that is person-directed. Services specifically acknowledge the rights of the persons served to take charge and responsibility for their lives and their careers. In our programs, the individual, not the service delivery system decides:

- What type of services she or he requires, and who will provide them;
- How they will spend their time, including determining the type of employment and/or training opportunities they wish to engage in; and
- How they will relate to employers, co-workers, service providers and the community

Our programs promote self-sufficiency by supporting the following principals:

- Freedom-** The ability of the persons served, together with freely chosen family and friends, to plan their career path and the necessary supports.
- Authority-** The ability for program participants (with a “support circle” if needed) to develop their desired career path and strategies for goal achievement.
- Autonomy-** The arranging of resources and personnel (both formal and informal) that will assist the individual in securing a satisfying career and a life rich in community affiliations.
- Responsibility-** The acceptance of a valued role in a person’s community through competitive employment, organizational affiliations, and spiritual development, as well as the accountability for spending public dollars in a way that is life-enhancing for program participants.

Our focus on self-sufficiency promotes the following values:

- Respect-** Self-sufficiency, by its very nature, recognizes that the person is valuable, capable and deserves to be treated with respect.

Respect is more than politeness and paying “lip-service”. It is acknowledging the individual’s value as a person, seeing their strengths and abilities, treating them as we ourselves wish to be treated and holding them in esteem.

- Choice-** Choice is central to self-sufficiency. The people we serve often have had little to choose from in their lives. In most cases, they have not been able to make choices regarding some of the very basic aspects of their lives such as where they live, with whom they will live, how they will spend their time and the money they earn, and what kind of work they do. Our programs promote true choice by encouraging the persons served to pick from the same wide-variety of lifestyles, careers, goals and preferences that most people enjoy.
- Ownership-** Our programs’ approach to self-sufficiency not only supports the persons served in developing more choices in their lives; it provides them with the tools to take ownership of their lives. Ownership implies more than just decision-making. It means the individual is the final and total authority. While most of our program participants are supported in the decision-making process by a “circle of support”, self-sufficiency gives the person served the final say. Ownership affords them control over their lives! Ownership also means the individual accepts responsibility for their actions and decisions, including spending public monies contentiously.
- Support-** Support is the cornerstone to creating self-sufficiency. Most people have some sort of support network they turn to when they must make an important decision or take a step forward in their lives. The persons we will serve are no different. However, until they achieved self-sufficiency, the people who helped them establish goals and devise plans were mostly paid workers who were most often assigned rather than chosen. As the persons served attain self-sufficiency they select and invite each member of their circle of support. They can be family members, friends or people from the community - anyone they want! Most importantly the person served selects the people with whom they have or wish to build a trusting relationship.
- Opportunity-** Many of the people who are served by our programs have had only limited opportunity to experience many aspects of life. Our focus on the development of self-sufficiency expands those opportunities, allowing and encouraging individuals to explore the

possibilities that are present through employment and involvement in the community. Our programs realize that when someone has had limited experience it may be difficult for others to allow them to take risks. However, we believe that opportunity also includes the ability to take risks, to make mistakes and to grow from our mistakes.

Shift in Service Delivery Strategies

We believe for the people we serve to become more self-sufficient, those of us who provide services and those who fund services, must make specific changes in both the way we think about the people we serve and the way we serve them. Without a shift in traditional service delivery systems, no philosophy can truly support the people we serve to become more self-sufficient individuals. Further, we believe that in order for self-sufficiency to happen the current service delivery systems must shift:

- From seeing the people we serve as service recipients to seeing them as individuals with rights and entitlements
- From providing agency-controlled services to supporting consumer-driven
- From viewing the people we serve as having limitations that prevent them from participating fully in life, to seeing them as valuable citizens who have many talents, strengths and abilities to contribute to their community
- From control to empowerment

Systems Change

To develop our programs and their unique service delivery strategies we not only thought “out of the box”, we threw the box away, and with it the instructions that had been religiously followed for so many years.

This was extremely difficult to do, as we were very proud of our traditional programs and how they had enhanced the lives of the people we served. In fact, it was our past success that motivated us to continue to explore, develop and commit to new and different service options to meet the ever-changing unmet needs of the people we serve.

The overall goal of our programs is to provide all individuals, regardless of disability or disadvantage, a genuine opportunity to secure and maintain integrated employment in the community of their choice, while maximizing their opportunities to earn a “livable wage”. We strive to accomplish this through the provision of high quality, person-centered, Community Employment and Supported Employment options that have been uniquely designed to enhance the self-sufficiency of the persons served and to assist our community in meeting local workforce needs.

Summary

Functional Industries is on the threshold of a renaissance with regard to our service delivery modalities and service delivery strategies. We are embracing a paradigm switch as we convert our traditional centered-based approach of service delivery to a community-based model.

We are not only embracing this change as an agency goal; we are holding ourselves accountable for achieving it. We are saying, “We will not only talk the talk – we will walk the walk”. Quite simply, we are committed to a best practices approach to service delivery and to that end we continue to develop innovative, high-quality programs and services to meet the unique needs of the people we serve.

In the past, program development and the assessment of service quality focused on physical facilities, staffing patterns and program design. In the future, the quality of our services will be increasingly viewed not as a status to be assessed or certified, but as a process in which the person receiving services, the service providers, family members, friends and others will articulate life and career goals, establish plans for reaching these goals, and work cooperatively toward achieving those goals. The quality of our services will be manifested in the achievement of desired outcomes by the people served.

PROGRAM/SERVICE STRUCTURE

Perspective

A fundamental responsibility of Functional Industries is to provide a comprehensive array of programs and services and a highly qualified workforce to maximize the opportunities for individuals to access and participate in the programs and services offered.

Scope

Functional Industries' public information and marketing activities are designed to provide the persons served, families/support systems, referral sources, funders, and other relevant stakeholders' information that helps them understand what our programs/services have to offer and to assist them in determining if they will meet the needs of the person who will be served.

Informational materials are available for each of our programs/services. This information is available in a variety of formats and is provided in employee handbooks, website postings, checklists, marketing materials and/or orientation and intake processes.

Informational materials for each program/service document the following parameters regarding its scope of services:

- Population(s) served
- Setting
- Hours of services
- Frequency of services
- Funding sources
- Fees
- Referral sources
- The specific services offered, including whether the services are provided directly or by referral.

Informational materials are reviewed at least annually and updated as necessary.

Information pertaining to the scope of our services is made available to:

- The persons served
- Families/support systems, in accordance with the choices of the persons served

- Referral sources
- Payers and funding sources
- Other relevant stakeholders
- The general public.

Support

We understand that quality programs/services need to be supported by adequate materials, equipment, supplies, space, finances training, and human resources.

Leadership remains vigilant in monitoring all direct and indirect costs as they relate to each program or service delivery modality. We have integrated our strategic planning and financial planning to ensure that initiatives or changes in programs/services are adequately funded and supported to maximize success.

We believe human resources represent our single greatest asset *and* investment. Functional Industries is committed to maintaining adequate staffing levels to ensure the delivery of quality services that meet or exceed the performance expectations of our organization, as well as the expectations of our stakeholders.

It is the responsibility of the president to establish and maintain a staff configuration that meets the needs of program participants in a manner consistent with the mission and goals of our organization.

Extensive cross-training is conducted with personnel to assist them in meeting established outcome expectations of persons served. Through dedicated efforts to develop skilled, readily interchangeable/cross-trained staff, we ensure adequate staffing patterns to maintain safety, provide coverage for absenteeism, meet organizational outcomes and further develop our human resources.

In addition to administrative oversight, our organization utilizes information obtained from our information measurement and management system and strategic planning process to evaluate the effectiveness and efficiency of current staffing patterns and configurations. Related data and information is obtained on a regular basis and is incorporated into a variety of reports that are shared with persons served, agency personnel and other stakeholders. Means for conveying this information includes, but is not limited to; performance analysis reports, annual reports, divisional updates and team meetings.

The governing authority receives and reviews these reports and uses this information to guide decision making related to workforce development, resource allocation and financial planning. Evidence of the utilization of this information is found in board meeting minutes, strategic planning documents, etc.

Delivery

Functional Industries' community employment services are designed to accommodate the identified needs and desires of program participants, are responsive to their expectations, and facilitate their maximum participation in the environments of their choice. Organizational policies and procedures for acceptance into services clearly identify:

- Entry criteria
- Process and order of acceptance when any person is awaiting services
- The position or entity responsible for making acceptance decisions
- Transition criteria
- Exit criteria
- Procedures that address unanticipated service modification, reduction, or exist/transitions precipitated funding or resource issues
- Opportunities for the people to learn about Functional Industries, Inc. and our services

These policies have been established based on the policies of local referral sources and the mission of our organization. Established policies and procedures have been clearly written to reduce the possibility that subjective judgment will be needed to determine if a service is applicable to a person's needs. The uniformity of our policies and procedures ensures fair access to services for all applicants and referrals in keeping with Functional Industries' commitment to providing accessible services.

Established entrance criterion considers the levels of reading and language skills of those applying. Written materials in the person's primary language and at their "grade-level", pictures/diagrams, large-print materials and audiotapes may be used to present information in an understandable manner.

When a person is found ineligible for services, the person is informed as to the reasons, and the person seeking services is given information about potential alternative services. In accordance with the choice of the person served: the family/support system is informed as to the reasons, the referral sources is informed as to the reasons, and recommendations are made for alternatives services.

Functional Industries does not provide every service a person may want or need. When this is the case, staff members may refer the person to other services outside the organization and coordinate these services with those provided by our programs.

Individuals and/or families receiving services are given opportunities to enhance their advocacy skills through training, support for individual advocacy activities, support for

self-advocacy activities, linkages with self-advocacy organization, and a variety of other appropriate means.

Support for advocacy activities is provided within Functional Industries, through support for participation in consumer-councils, support for self-facilitation of a person's individual planning meeting; or in the community, through support for participation in activities sponsored by advocacy groups, support for self-advocacy to access benefits, services, etc. These examples of self-direction represent only a few examples by which support for advocacy is provided.

A comprehensive exit summary is prepared each time a person leaves a program/service, in addition to when the person leaves our organization. Individual exit reports summarize the results of the services received by the consumer and make recommendations for future services to continue the achievement of the person's life goals. This often includes referrals to other services that are not available through Functional Industries.

Service delivery models and strategies are based on accepted practice in the field and incorporate current research, evidenced-based practices peer-reviewed scientific and health related publications, clinical practices, guidelines and/or expert professional consensus.

To facilitate integrated service delivery, each program/service communication mechanisms regarding the person served that address:

- Emergent issues
- Ongoing issues
- Continuity of services, including:
 - Contingency planning
 - Future planning
- Decisions concerning the persons served
- Ensure exchange of information regarding the person-centered plan

Information

To be informed, make choices, and be involved, the persons served need to be able to obtain accurate and current information about Functional Industries' ability to deliver services relevant to their needs and desires.

Information we provide about our organization to persons inquiring about our services includes, but is not limited to:

- Our mission, values, and vision statements

- Expected results or outcomes of services
- Service availability, including possible wait time for services
- Options for persons served to direct their service design and delivery
- Organizational and/or program certifications

Care is taken to ensure that this information is clearly presented to reduce the possibility that subjective judgment will be needed to determine if a service is applicable to a person's needs. The uniformity of our policies and procedures ensures fair access to services for all applicants and referrals in keeping with Functional Industries' commitment to providing accessible services.

Information is available in a variety of formats and in the person's primary language and at their "grade-level", pictures/diagrams, large-print materials and audiotapes are available and may be used to present information in an understandable manner.

Information is updated as need to reflect changes in information provided.

Records

Functional Industries maintains a complete and confidential record for each person receiving services. Each consumer case record provides clear, concise and current documentation of the individual's program and progress.

The record may include: demographic data, names of personal representatives, such as parents, legal representatives, and advocates; referral reports, functional abilities, medical information, such as medications taken, name of physician, individual program plans; release of information forms; consent forms, follow-up reports; exit summaries; referrals to other services. Case managers maintain an orientation checklist in the consumer's record to document when specific items are shared or reviewed with the person served.

All information related to the person receiving services is treated as strictly confidential. Confidentiality of records is guided by internal policy and information obtained from funding and referral sources. Confidentiality of records dictates limiting access to only those staff members who have a need to know information.

The same standards of confidentiality apply to information in other forms, including electronic/computer records relating to the persons receiving services. Organizational policies address person(s) authorized to access these records, as well as issues pertaining to protection, privacy and security.

Guidelines have been developed and are followed regarding the sharing of confidential information about a person receiving services. Established policy complies with all legal

regulations governing such release of information. Signed releases that are authorized by the person served and/or his/her legal representative, specific to the information identified and time limited for one year are maintained in the consumer's record. Agency policy does not relate solely to printed materials released. The same level of confidentiality is maintained with regard to the sharing of verbal information. The importance of maintaining confidentiality in all aspects of our operations is reinforced through our code of ethics, employee orientation and internal continuing education program.

The persons receiving services are provided access to their own records. The policies and procedures to do so are found in our consumer handbooks and reviewed during initial orientation to services.

SERVICE PLANNING, DESIGN AND DELIVERY

Perspective

Functional Industries believes improving the quality of an individual's services requires a focus on the person receiving services. The person receiving services is required to actively participate in all aspects of decision making and planning that affects his or her program plan. Our service modalities and environments reflect identified cultural needs, practices and diversity. Each program participant is given comprehensive information about the purposes of Functional Industries, Inc. and our ability to meet and address his or her identified needs and desires.

Acceptance into Services

Functional Industries' community employment services are designed to accommodate the identified needs and desires of program participants, are responsive to their expectations, and facilitate their maximum participation in the environments of their choice. Organizational policies and procedures for acceptance into services clearly identify:

- Entry criteria
- Process and order of acceptance when any person is awaiting services
- The position or entity responsible for making acceptance decisions
- Transition criteria
- Exit criteria
- Procedures that address unanticipated service modification, reduction, or exist/transitions precipitated funding or resource issues
- Opportunities for the people to learn about Functional Industries, Inc. and our services

These policies have been established based on the policies of local referral sources and the mission of our organization. Established policies and procedures have been clearly written to reduce the possibility that subjective judgment will be needed to determine if a service is applicable to a person's needs. The uniformity of our policies and procedures ensures fair access to services for all applicants and referrals in keeping with Functional Industries' commitment to providing accessible services.

Established entrance criterion considers the levels of reading and language skills of those applying. Written materials in the person's primary language and at their "grade-level", pictures/diagrams, large-print materials and audiotapes may be used to present information in an understandable manner.

When a person is found ineligible for services, the person is informed as to the reasons, and the person seeking services is given information about potential alternative services. In accordance with the choice of the person served: the family/support system is informed as to the reasons, the referral sources is informed as to the reasons, and recommendations are made for alternatives services.

Program Planning Information

Staff members ensure that prior to the planning and delivery of services, the persons accepted for services, their family members, funders, and others as appropriate, are given information about their rights and responsibilities.

As required by funding sources and legal requirements, signed informed consent for services is obtained. This information is retained in the person's served program file.

Functional Industries provides information about public assistance and application procedures to the persons and/or families receiving services. Staff members are knowledgeable about the requirements to obtain and retain public assistance, due process and time frames, or are able to refer persons to authorities who are. Sources of public assistance may include, but are not limited to, Supplemental Security Income (SSI), Social Security Disability Insurance, food stamps, public health services, and local, county, and state assistance.

Each person receiving services is given detailed information about setting their individual program/service goals, how planning the services/supports are to be delivered is conducted and requirements for their continued participation in services. This ensures that the person receiving services is knowledgeable about Functional Industries' individual planning process and the active role they will have in directing the process.

The following information is considered in the development of individual service plans:

- Relevant medical history
- Relevant psychological information
- Relevant social information
- Information on previous direct services and supports
- Other relevant assessments when available

The Coordinated Individualized Service Plan

A coordinated individualized service plan is developed for each person served based on that person's:

- Strengths
- Abilities
- Needs
- Preferences
- Desired outcomes
- Cultural background
- Other issues as identified

Case managers use a person-centered planning process, to obtain all the information necessary to develop these person-focused service plans. Case notes and progress reviews document the involvement of each program participant. Individualized objectives reflect the dreams and desires of the persons, within the mission and values of our organization, and are written using the person's served language. Individual plans are written using "I" language and often quote the person in the plan. All plans are highly individualized and reflect the diversity of the people receiving services.

Functional Industries considers the persons receiving services as facilitators during all aspects of the planning and revision process. With the active participation of the person served, a coordinated individualized service plan:

- Is developed with the active involvement of the person receiving services
- Is communicated in a manner understandable to the person served and the persons responsible for implementing the plan
- Identifies overall program/service goals
- Identifies specific measurable objectives
- Identifies methods/techniques to be used to achieve the objectives
- Identifies those responsible for plan implementation
- Identifies how and when progress on objectives will be regularly reviewed
- Is reviewed on a regular basis with respect to outcomes
- Is revised, as appropriate, based on the satisfaction of the person receiving services
- Is revised to remain meaningful to the person served
- Is based on the changing needs of the person served
- Reflects timely transition planning

Reasonable efforts and accommodations are made to obtain the active participation and understanding of the persons receiving services, including the inclusion of an advocate if the person prefers, or if it is necessary to accurately interpret the person's

preferences and/or desires. Staff members document decisions made by the person served in the text of their individualized service plan. The interdisciplinary team establishes a schedule for the periodic review of the plan. Each individualized service plan focuses on outcomes and results and regular review is necessary to ensure goals are achievable and remain meaningful to the person receiving services.

As appropriate the following needs are addressed in the individualized service plans:

- Assistive technology
- Reasonable accommodations
- Risk assessment results
- Cultural consideration

Functional Industries provides the reasonable accommodations necessary to enable the person receiving services to fully access services and/or participate in agency sponsored activities.

Technology needs are addressed in the individual service plan and if the person needs services that are not available within the organization, referrals to other services are suggested.

Staff members often use reasonable accommodations or assistive technology to convey program information to applicants, persons served and/or their family. Many of these modifications are high-tech, while others are simple and inexpensive.

In recognition of changing lifestyles and choices of persons receiving services and the wide range of opportunities for community inclusion and access, the persons and/or families receiving services and/or their legal representatives are involved in:

- Assessments of potential risks to each person's health in the community
- Assessment of potential risks to each person's safety in the community
- Decisions to accept or reject situations with inherent risk
- Identification of actions to be taken to minimize identified risks
- Identification of individuals responsible for those actions

Persons served and their families are encouraged to fully explore any risks inherent in their choices in terms of health, safety, lifestyle, sexuality and so forth. The personal and professional opinions of staff members are not to influence the information that is provided beyond what are known to be and what may be expected benefits, risks and responsibilities.

Service Delivery

Functional Industries does not provide every service a person may want or need. When this is the case, staff members may refer the person to other services outside the organization and coordinate these services with those provided by our programs.

Individuals and/or families receiving services are given opportunities to enhance their advocacy skills through training, support for individual advocacy activities, support for self-advocacy activities, linkages with self-advocacy organization, and a variety of other appropriate means.

Support for advocacy activities is provided within Functional Industries, through support for participation in consumer-councils, support for self-facilitation of a person's individual planning meeting; or in the community, through support for participation in activities sponsored by advocacy groups, support for self-advocacy to access benefits, services, etc. These examples of self-direction represent only a few examples by which support for advocacy is provided.

A comprehensive exit summary is prepared each time a person leaves the organization's services. Individual exit reports summarize the results of the services received by the consumer and make recommendations for future services to continue the achievement of the person's life goals. This often includes referrals to other services that are not available through Functional Industries.

RECORDS

Records of the Persons Receiving Services

Functional Industries maintains a complete and confidential record for each person receiving services. Each consumer case record provides clear, concise and current documentation of the individual's program and progress.

The record may include: demographic data, names of personal representatives, such as parents, legal representatives, and advocates; referral forms, medical information, such as medications taken, name of physician, individual program plans; release of information forms; consent forms, follow-up reports; exit summaries; referrals to other services. Case managers maintain an orientation checklist in the consumer's record to document when specific items are shared or reviewed with the person served.

All information related to the person receiving services is treated as strictly confidential. Confidentiality of records is guided by internal policy and information obtained from funding and referral sources. Confidentiality of records dictates limiting access to only those staff members who have a need to know information.

The same standards of confidentiality apply to information in other forms, including electronic/computer records relating to the persons receiving services. Organizational policies address person(s) authorized to access these records, as well as issues pertaining to protection, privacy and security.

Guidelines have been developed and are followed regarding the sharing of confidential information about a person receiving services. Established policy complies with all legal regulations governing such release of information. Signed releases that are specific to the information released and time limited are maintained in the consumer's record. Agency policy does not relate solely to printed materials released. The same level of confidentiality is maintained with regard to the sharing of verbal information. The importance of maintaining confidentiality in all aspects of our operations is reinforced through our code of ethics, employee orientation and internal continuing education program.

The persons receiving services are provided access to their own records. The policies and procedures to do so are found in our consumer handbooks and reviewed during initial orientation to services.

RIGHTS OF PERSONS SERVED

Principle Statement

Functional Industries is committed to protecting and promoting the rights of persons served. This commitment guides the delivery of services and our ongoing interactions with the persons served and their legal representatives.

Communication of Rights

Functional Industries has implemented a system of rights that nurtures and protects the dignity and respect of the persons served.

Staff members are responsible for ensuring that rights information is transmitted in a manner and fashion that is clear and understandable. Rights information is included in handbooks, conveyed in individual planning meetings and may be presented through audiotapes, videotapes, pictures and other formats. Dedicated efforts are made to clearly communicate and educate people regarding governmental policy, current laws and regulations that establish rights, including but not limited to, labor law.

Functional Industries believes that understanding rights entails more than knowledge of associated entitlements. We contend that true/comprehensive comprehension of rights information includes awareness of corresponding responsibilities, limitations and any mitigating factors. Concerted effort is devoted to conveying complete rights information to the individuals we serve.

In addition to rights training, persons served are encouraged and supported in self-advocacy efforts. These efforts place great emphasis on facilitating the comprehension of rights, taking into consideration cultural differences, ethnicity, academic aptitude and learning styles of persons served.

Examples

Some examples of the venues for communicating rights to the individuals we serve include:

- Consumer Bill of Rights
- Initial Planning/Orientation Meetings
- Annual Individual Planning Meetings
- Program Participant Handbooks
- Website
- Marketing Brochures

- Organizational Codes of Ethics
- Client Advisory Meetings
- Postings (wage and hour, ADA, EEOC, etc.)
- Employee Development Classes
- Rights Training
- Right to Know, Grievance Policies & Procedures
- Formal/Informal Face to Face Discussions
- Benefits Management Meetings

Diversity

Functional Industries embraces the diversity of the individuals we serve. Recognition of the unique qualities of each individual is evident in our individualized person-centered planning process. Service delivery is directed by individuals served identifying and choosing the services they want, and then determining how these services will be delivered to best meet their needs. Focusing on individuality in service provision effectively addresses many diversity issues. Further, awareness of the diversity present in the group of persons we serve promotes sensitivity to issues based on factors such as culture, age, gender, sexual orientation, spiritual beliefs, socioeconomic status and language. Provision of quality outcomes is dependent on our awareness of, as well as, sensitivity and training specific to, our local community. While the cultural aspects of our local community are relatively homogeneous, Functional Industries continues to take the initiative in identifying and addressing diversity factors through human resource management, personnel training, and accessing training resources in the community. Documentation revealing our responsiveness to issues of diversity is found in:

- Functional Industries' Cultural Competency Plan
- Consumer Bill of Rights
- Initial Program Planning/Orientation Meeting Notes
- Individual Service Plans
- Personnel Training Files
- Functional Industries' Accessibility Plan
- Functional Industries' Sponsored Trainings
- Consultation with External Authorities
- EEOC Compliance
- Personnel Policies
- Handbooks
- Website

Examples

The following examples demonstrate our commitment to recognizing and responding to diversity. Some instances reflect efforts associated with the individuals we serve, while others reveal action taken regarding diversity in the context of the greater community. Larger community efforts demonstrate our integrated approach to business practice by their impact on program expansion, accessibility, diversity awareness, etc.

- Personnel receive training specific to types of disability. For instance, one case manager receives continued training on aspects of mental health service provision, another focuses on learning about and being sensitive to the unique issues relative to Traumatic Brain Injury. All staff receive training on a number of common disabilities such as epilepsy, down syndrome, autism and cerebral palsy.
- Functional Industries consulted with a regional manager of MN Department of Deaf and Hard of Hearing Services. While the consultation served to identify accessibility recommendations to be addressed through our Accessibility Plan, it also increased cultural competency in service provision.
- Functional Industries co-sponsored a training event for employment specialist professionals with RSA Region V CRP-RCEP; Midwest Center for Post Secondary Outreach; MN Department of Economic Security; Vocational Rehabilitation Services, V.R. Program; The Center for Sight and Hearing, Rockford, Illinois and the U.S. Department of Education. The training focused on provision of vocational rehabilitation services to people who are deaf or hard of hearing.

Rights Policies

Functional Industries ensures that the rights of persons served are protected and that we are complying with current governmental laws and regulations by maintaining current information regarding rights, updating our policies and procedures as needed and providing ongoing training on the topic.

Comprehensive policies regarding the protection of human rights and the dignity of persons served have been developed, adopted and implemented. Rights policies are communicated to the persons receiving services in a manner understandable to them prior to service delivery and through regular (annually for persons served longer than one year) updates throughout their tenure at Functional Industries.

Functional Industries, Inc. has developed an array of policies, procedures and practices to promote the following rights of the persons served:

- Confidentiality of information
- Privacy
- Freedom from abuse, financial or other exploitation, retaliation, humiliation and neglect
- Access to information pertinent to the person served in sufficient time to facilitate his/her decision making
- Access to person's served own records
- Access to informed consent or refusal or expression of choice regarding
 - Service delivery
 - Release of information
 - Concurrent services
 - Composition of service delivery team
 - Involvement in research projects, if applicable
- Access/referral to legal entities for appropriate representation
- Access to self-help and advocacy support services
- Adherence to research guidelines and ethics when persons served are involved, if applicable
- Investigation and resolution of alleged infringement of rights.
- Other legal rights

Examples

Documentation of policies and practices promoting rights of persons served include:

- Consumer Bill of Rights
- Individualized Person-Centered Service Plans
- Codes of Ethical Conduct
- Health Insurance Portability and Accountability Act (HIPAA) and Personal Information and Protection Electronic Documents Act (PIPEDA) Statements
- Maintenance of a single confidential record for each person served
- Consent for Release of Information forms
- Notice of Privacy Practices
- Initial Program Planning Meeting Notes
- Interdisciplinary Team Meeting Notes
- Grievance and Appeal Process Policy Statements/Forms
- Right to Know Policy/Forms
- Sign out/in sheets

- Posting requirements
- Client Rights Acknowledgement
- Client Advisory Minutes
- Board Meeting Minutes
- Employee and Program Participant Handbooks
- Staff Training Files
- VA Training Materials
- Common Entry Point Forms
- Internal Investigation Results Summaries
- Website Postings

Organizational policies, procedures and practices are designed to nurture and protect the dignity and respect of the persons served.

Confidentiality

Confidentiality of information is a basic tenet of Functional Industries' business practices. A variety of policies, procedures, processes, and practices are in place to maintain the confidentiality of information.

Written policy specifies instances in which signed, informed consent for the release of information is obtained and retained. Procedures are in place to assure that the person served or his/her legal representation authorizes the release of confidential information. Information released is limited to specific information for a specified purpose. These practices are further evidence of our commitment to maintaining confidentiality.

Privacy

The expectation of privacy is a fundamental human right. Every effort is made to afford individuals served the same degree of privacy *anyone* might expect. In instances where the expectation of privacy is limited, full disclosure of those limits is required as a matter of course. Most commonly, limits to privacy are based on desired service, such as assistance with personal cares; such instances are documented through the individual service plan and detailed in supporting documentation.

Freedom from Abuse

The Vulnerable Adult Abuse Prevention Act established in MN Statutes 626.557 governs Functional Industries' policy regarding freedom from abuse, financial or other

exploitation, retaliation, humiliation or neglect. It is the policy of our organization to provide for the full implementation of all requirements of this law. Employees are responsible for developing a full knowledge of the law and its protections, and reporting all suspected maltreatment of individuals served. Functional Industries' staff receives vulnerable adult abuse prevention training to ensure implementation of all related policies and procedures. Our dedication to abuse prevention goes beyond our obligatory role as mandated reporters to include staff training directed at prevention, conveyance of rights to individuals served, internal investigation of reported maltreatment and reporting to appropriate law enforcement and/or human services agencies.

Information Access

Informed choice and consumer directed service provision dictate that individuals have access to pertinent information, in sufficient time, to facilitate decision making. Persons receiving services have access to their own records. Relative policies and procedures are located in non-staff employee handbooks and reviewed during initial orientation to services and then on an annual basis for individuals employed longer than one year. Functional Industries' individualized person-centered planning process directs sharing of pertinent information with persons served precisely because they are the decision maker in our service delivery model.

Informed Consent, Refusal and Choice

Informed consent or refusal and expression of choice are the premise for Functional Industries' individualized personal planning process. Central to our service delivery strategy is the goal of empowering individuals to maximize their employment, independence, inclusion and integration into the community, and to increase their social and economic self-sufficiency through "self-determination". Self-determination is a process that differs from person to person according to what they determine is necessary and desirable to create a meaningful life and satisfying career. Individuals served are free to choose only the services they want and to determine what ways services will be delivered to best meet their needs. Our services specifically acknowledge the rights of the person served to take charge and responsibility for their lives and their careers. In our programs the individual, not the service delivery system, determines:

- The types of services he or she desires and who will provide them
- What, if any, information is released, and to whom it will be released
- Concurrent Services
- Composition of their service/interdisciplinary team

Policies and procedures are in place to provide for the investigation and resolution of alleged infringement of rights.

Access and Referral

Functional Industries does not provide every service a person may want or need. When this is the case, staff members may refer persons served to services outside our organization and coordinate these services with those provided through our programs. Functional Industries' awareness of community resources is developed through our active involvement with area businesses, partnerships with other service entities and our dynamic processes for information exchange. Stakeholders recognize us as a resource and look to us to provide information when they identify desired services that we do not directly provide (e.g., legal, self-help, advocacy, etc.) Functional Industries maintains current information on external resources through the following affiliations and awareness of informational authorities:

- Wright County Provider Consortium
- ARC Membership
- Workforce Development Partnership
- CommUNITY Mental Health Initiative
- Chambers of Commerce
- Transportation Advisory Committee
- Mental Health Advisory Committee
- Minnesota STAR Program
- Handy Tech of North America
- Postsecondary Education Programs Network (MCPO)
- MN Brain Injury Association
- Ombudsman Project
- Legal Assistance Project
- Wright County Intake and Referral Unit
- Consumer Survivor Network
- NAMI
- MN Department of Employment and Economic Development
- True Friends
- CommUNITY Initiative Vocational Committee
- External Authorities' Final Disposition Reports

Complaint, Grievance and Appeal Processes

Conflict resolution information is provided to persons served and/or legal representatives in a manner that is understandable to them. Staff members ensure that persons served and/or legal representatives are aware of and know how to resolve conflicts, should any arise. Generally, conflicts pertain to matters between the person

receiving services and/or legal representatives and a staff member. Initial attempts to resolve conflict include discussion and/or mediation. However, if these attempts are unsuccessful, formal action, as outlined in Functional Industries' Grievance Procedure is used.

Formal grievance and appeal processes are in place that:

- Demonstrates our agency's knowledge and implementation of applicable regulatory guidelines and legal requirements
- Specifies actions taken will not result in reprisal or barriers to services
- Specifies how efforts will be made to resolve the complaint
- Specifies levels of review and time frames adequate for prompt consideration and result in timely decisions
- Are understood by persons served, advocates, legal representatives, etc.
- Allows formal complaints to be voiced and heard
- Provides for a written a response to the stakeholder regarding the actions to be taken to address/resolve the specific complaint
- Allows decisions to be challenged
- Specifies timelines for each step of the process
- Clarifies the rights and responsibilities of each party
- Addresses the availability of advocates and other assistance

Functional Industries' formal grievance processes contain elements similar to those found in plans developed by government, local school districts, protection and advocacy groups, client assistance programs, employment agencies, funding sources and other businesses.

Established guidelines include procedures for level of review and the rights and responsibilities of each party involved in the grievance. Our formal grievance process allows a complaint to be heard, and our appeal process allows a decision to be challenged.

Documentation of conflict resolution efforts and our formal grievance procedure consist of:

- Program Participant Handbooks
- Client Advisory Minutes
- Grievance Procedure Acknowledgement
- Interdisciplinary Team Meeting Notes
- Board Minutes
- Individualized Person-Centered Service Plans
- Case Notes

- Incident Reports
- Employee Development Class Curricula
- Satisfaction Surveys
- Suggestion Boxes
- Stakeholder Input Collection Methods
- Steering Committee Minutes
- Website Posting

Functional Industries' governing body conducts an annual review of complaints to determine the existence of any trends and to identify areas for performance improvement.

Our system of formally reviewing complaints, grievances and appeals assists in risk management and provides valuable information that is used to facilitate change that results in better customer service. This comprehensive review is helpful in identifying changes that need to be made in service delivery and in determining the effectiveness of changes that have been made.

EMPLOYMENT SERVICES

Perspective

Functional Industries provides a variety of individualized services to assist program participants in achieving identified employment outcomes. This array of services includes:

- Identification of employment opportunities and resources in the local job market
- Development of realistic employment goals
- Establishment of innovative service plans to achieve desired employment outcomes
- Identification of available resources to assist in securing and maintain suitable employment
- Coordination and referral to appropriate employment-related services

Functional Industries' employment services are uniquely designed to consider the goals of the persons receiving services, the personnel needs of local employers, the availability of community resources and current economic and business trends.

Functional Industries maintains a leadership role in the community's employment sector by designing and continually improving our programs and services based on input from the persons served, input from area employers and data received from our information measurement and management system. We believe that the provision of quality employment services requires a continuous focus on the ever-changing needs of the people we serve and the personnel needs of local employers.

The expected results of participation in our employment services may include:

- Employment in the local competitive labor market with or without ongoing employment supports
- Employment hours and benefits comparable to those received by individuals without disabilities in the general labor pool
- An employment history that includes job retention and advancement in position, wages and/or benefits
- Referral to training and placement services that lead to employment

Individual Service Plan

Each program participant's interests, skills, work history, vocational training, and education are incorporated into a comprehensive individualized plan that addresses the impact of employment on their economic status and identifies their desired employment outcome relevant to the local labor market.

Note: Functional Industries believes that to provide effective and cost-efficient services we must maintain an up-to-date knowledge of the employment opportunities in our local labor market. We use current knowledge as a reference point for the informal assessment of the consumer's job preferences, the setting of goals and the coordination of resources to achieve the individual's desired service outcomes. Through ongoing analysis of the employment opportunities in our service delivery area, we design our employment services to be responsive to the unmet personnel needs of local employers and to provide informed choices to the people we serve.

Local Job Opportunities

Up-to-date information pertaining to local employment opportunities is vital to our individual planning process, as well as to the continuous improvement of our service delivery strategies. Current information on community employment opportunities is regularly obtained by Functional Industries' Employment Specialists and Competitive Placement Specialist and includes information pertaining to:

- Labor trends
- Employer needs
- Job duties and requirements
- Specific vocational training requirements
- General educational requirements
- Wages and benefits
- Employment environments
- Natural supports and community services available
- Availability of transportation
- Union membership policies, when applicable
- Other employment-related information, as pertinent

Functional Industries' comprehensive understanding of the needs of local employers has led to the effective provision of ancillary services such as assistive technology, the identification of specific employment objectives in service planning and coordination, the exploration of employment options for individuals transitioning from school to work, the implementation of "employability assessments" in actual work settings, and the development of individualized services to overcome specific barriers to achieving maximum employment outcomes.

Updating Employment Opportunities

Functional Industries regularly utilizes input from community employers to update employment opportunities/information pertaining to our local labor market. In addition, we regularly use local employment studies, job-service offices and other available database methods to update our information about regional employment opportunities.

Barriers to Employment

Identification of barriers to a program participant's employment opportunities is central to their individualized service plan.

Barriers to employment may relate to the person's work habits, attitudes and skills; physical accessibility; transportation; communication; the attitudes of the person's family and/or community; etc.

When barriers to the person's employment goals are identified, service delivery strategies are developed to address them. Each barrier to employment is addressed by a coordinated individualized service plan and by the provision of services in locations consistent with preferences and needs. Addressing employment barriers may include utilizing services available from within our organization, the use of assistive technology, implementing reasonable accommodations, referral to other agencies or collaborative partnerships with other community resources.

Informed Choice

Choice is central to self-sufficiency. The people we serve often have had little to choose from in their lives. In most cases, they have not been able to make choices regarding some of the very basic aspects of their lives such as where they live, with whom they will live, how they will spend their time and the money they earn and what kind of work they do. Our programs promote true choice by encouraging the persons served to pick from the same wide-variety of lifestyles, careers, goals and preferences that most people enjoy.

We educate the persons receiving services about the personal impact of employment and the rights and responsibilities associated with employment. Examples of areas we encourage the persons served to make decisions based on informed choice include:

- Scope, duration and expected outcomes of our employment services
- Employment plans, options and choices

- Paid vs. unpaid work
- Work environments and settings
- Career development and/or training activities
- Job enhancement and career advancement opportunities

Employment Planning Process

Functional Industries' employment planning process incorporates a variety of community resources, organizations and networks to assist the persons receiving services. Our individualized approach to service planning provides linkages to services that enable the persons receiving services to achieve their employment objectives. We believe that forming linkages and partnerships with other community entities is an important strategy for successfully meeting the needs of many of our program participants. We feel that by knowing our consumer's expectations, we can strategically plan for promoting opportunities for the person in the community, configure staffing patterns to meet these needs and provide services in locations convenient to the persons served.

Community Resources

To promote community accessibility and to develop more efficient services, Functional Industries has established and maintained partnerships, networks and service coordination with other community agencies. These generic community resources/services are utilized based on their ability to meet the identified employment needs of the persons receiving services.

Employment Relationship

When Functional Industries has an employment relationship with a person receiving services we comply with:

- All applicable United States Department of Labor Laws
- All applicable United States Internal Revenue Service Laws
- Other applicable state, federal and/or local laws and regulations

To facilitate compliance with applicable laws and regulations we have developed comprehensive processes that address:

- Obtaining prevailing wages
- Paying commensurate wages
- Documenting wages paid or changes made based on prevailing wage surveys

- Documenting the system of work measurement used to establish performance levels
- Documenting how the disability impairs a person's productivity – functional limitations caused by disability
- Demonstrating conformance with Section 14 of the Fair Labor Standards Act and other relevant legislation when persons receiving services are paid less than minimum wage

Compliance with all applicable laws and regulations is an integral part of Functional Industries' procedures. Established policies ensure that changes in applicable laws and regulations are immediately integrated into our operating systems.

Referral and Community Resources

Referrals to other community services are made if a person requires/requests services that are not available through Functional Industries. Resources are provided or arranged for the persons receiving services based on their input, satisfaction with their outcomes and services, and employment goals. Individuals and/or legal representatives are linked to services and community resources that enable the persons served to achieve their employment objectives.

Services to Employers

Upon request, employers are provided with:

- Educational resources
- Referrals of qualified job applicants
- Ongoing technical assistance
- Support in the development of employment opportunities
- Other resources

Functional Industries has earned a regional reputation as a leading resource for the recruitment, education and successful development of enduring employment opportunities for people with disabilities.

Some examples of our leadership include:

- Maintaining memberships in area business associations
- Participating in business forums and trade events
- Maintaining partnerships with area schools and technical centers

- Assisting employers in the identification and elimination of architectural procedural, instructional/communication and attitudinal barriers to employment and advancement of people with disabilities
- Educating community employers about various disabilities and their functional limitations, assistive technology, job station accommodations and current disability-related legislation

We believe that the success of our employment services is based on our ability to meet the needs of the employers we serve, including those who provide us with contract work. To facilitate the success of our employment services we make use of input from these and other stakeholders to manage our performance by measuring their satisfaction with the services we provide.

EMPLOYMENT SERVICES PRINCIPAL

STANDARDS

NOTE: CARF COMPLIANCE

This subsection of *Employment Services* applies specifically to the following programs for which Functional Industries, Inc. seeks CARF accreditation: Employment Planning Services (EPS), Employee Development Services (EDS), Organizational Employment Services (OES) and Community Employment Services (CES).

Services Design for Persons Served

Sharing Information

Functional Industries believes that in order for the persons served to be informed, make choices and be involved they need to be provided accurate and current information pertaining to our organization's potential to deliver services relevant to their needs and desires.

Persons served are provided with the following information pertaining to our organization:

- Menu of services provided
- Training of staff to provide these services
- Ability of the organization to meet the needs of the persons served
- Outcomes performance
- Costs of services
- Responsibilities of the persons served, including financial responsibility, if any
- Our mission and values statements
- Options for persons served to direct their service design and delivery
- Potential conflicts of interest, if any
- Other information about the organization, as requested

In its totality the above information is part of Functional Industries' ongoing public information campaign. This information can be found in employee handbooks, website postings, PowerPoint presentations, marketing materials, checklists and/or intake and orientation processes.

Functional Industries has the responsibility to respond to all requests from the public concerning our CARF accredited services. This responsibility includes providing information defined by some of the CARF standards, information defined by our organization as important and information in response to questions that may come from the public.

Plan Development

The following employment-related information regarding each person served is considered in the development of the individual's employment service plan:

- **Self-reported interests and skills**
- Work and volunteer history
- Previous training and education
- Management and planning of benefits the person is receiving
- Resources for career planning and advancement
- Availability to work, including hours
- Support needs
- Transportation needs
- Availability of natural supports
- Criminal history, if applicable
- Local job market
- Cultural and language background

This information is considered in developing individual employment service plans and some of these factors are incorporated into the demographic data items collected for analysis through our outcome measurement system.

Program staff are knowledgeable about consumer benefits and provide the persons served information about the impact of possible employment outcomes on their economic status and benefits.

The individualized employment services planning process provides information and linkages to a variety of services that will assist them in achieving their employment objectives. Information and resources regarding employment services are provided to persons seeking employment in a manner understandable to them.

Functional Industries realizes that linkages and partnerships with other community agencies can contribute significantly to meeting the needs of the persons served. By determining the expectations of the persons served, our service delivery team strategically plans for the promotion of opportunities for the person in the community, configures staffing patterns and provides services in locations convenient to the person.

The individual employment service plan identifies the person's desired employment outcomes that are relevant and achievable in the local job market. In addition, the individual employment plan identifies the job seeker's desired opportunities and outcomes, the services needed to achieve desired outcomes and strategies for providing accommodations, if needed.

Service Delivery

Service delivery strategies are developed around the preferences of the persons served. Our organization maintains up-to-date knowledge of employment opportunities in the local and regional job markets. This knowledge is the reference point for informal assessment of the person's job preferences, the setting of goals and the coordination of resources to achieve the individual's desired service outcomes. By analyzing the employment options in our service delivery area, staff members can design employment services to be responsive to the personnel needs of area employers and provide informed choices to the persons served.

The person served is intimately involved in making informed employment-related decisions, including:

- The expected outcomes of the services for the person served
- How to design the services to meet her or his needs
- How and when the results will be evaluated
- Their rights and responsibilities related to achieving desired employment outcomes
- Expected length of the services being provided

Functional Industries believes that informed choice is an important aspect of customer-driven quality. This quality is reflected in the individual planning process through full disclosure of our organization's capabilities to meet the person's served outcomes expectations, the accessibility and expected length of proposed services, the qualifications of those providing services, and the educational and community resources that are available to meet the person's needs.

Each person's satisfaction with his or her employment services is assessed on a regular basis, as appropriate to the individual and the services being provided.

Employment Information

Each person served is provided with:

- Resources and opportunities for employment
- A variety of opportunities for meaningful employment
- Sources for access to other resources, as requested

This information assists the persons served in making informed choices pertaining to their job search, employment decision and career development.

Services to Employers

Upon request, employers are provided with:

- Educational resources
- Referrals of qualified job applicants
- Ongoing technical assistance
- Support in the development of employment opportunities
- Other resources

Functional Industries has earned a regional reputation as a leading resource for the recruitment, education and successful development of enduring employment opportunities for people with disabilities.

We believe that the success of our employment services is based on our ability to meet the needs of the employers we serve, including those who provide us with contract work. To facilitate the success of our employment services we make use of input from these and other stakeholders to manage our performance by measuring their satisfaction with the services we provide.

Employment Relationship

When Functional Industries has an employment relationship with a person receiving services we comply with:

- All applicable United States Department of Labor Laws
- All applicable United States Internal Revenue Service Laws
- Other applicable state, federal and/or local laws and regulations

To facilitate compliance with applicable laws and regulations we have developed comprehensive processes that address:

- Obtaining prevailing wages
- Paying commensurate wages
- Documenting wages paid or changes made based on prevailing wage surveys
- Documenting the system of work measurement used to establish performance levels
- Documenting how the disability impairs a person's productivity – functional limitations caused by disability
- Demonstrating conformance with Section 14 of the Fair Labor Standards Act and other relevant legislation when persons receiving services are paid less than minimum wage

Compliance with all applicable laws and regulations is an integral part of Functional Industries' procedures. Established policies ensure that changes in applicable laws and regulations are immediately integrated into our operating systems.

EMPLOYMENT PLANNING SERVICES

Program Description

Functional Industries' Employment Planning Services are uniquely designed to assist a person seeking employment to learn about employment opportunities available within the community and to make informed decisions. Employment planning services are individualized to assist a person to choose employment outcomes and/or career development opportunities based on her or his preferences, strengths, abilities or needs.

Employment planning services are designed to be used with a variety of employment exploration models. Services may be provided using one or more of the following:

- Employability assessments
- Paid work experiences
- Job tryouts (crew, enclave, individual, etc.)
- Job shadowing
- Simulated job sites
- Volunteer opportunities
- Transitional employment

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

- Work interests are explored and identified
- Determining if recommendations for employment options are appropriate
- Employment planning reports lead to job goals
- Transferable skills are identified
- Benefits planning is included
- Services are timely in their delivery
- Services are cost-effective
- Individuals served understand recommendations that are made
- Individuals served choose their employment outcome

Information Gathering

Functional Industries, Inc. has established protocol for assessing, gathering and synthesizing information pertaining to the persons we serve through *VRS Services* departments.

The unique needs of the people we serve dictate the areas in which information is gathered. The following information is gathered, as appropriate for each person seeking employment:

- Results of vocational assessments/evaluations
- Reports from employment counseling sessions
- Behavioral observations
- Medical reports
- Results of psychological, psychometric and/or educational testing
- Performance information from previous employment
- Self-reported interests
- Other pertinent information

The information listed above may be acquired from referral sources, affiliations, associations, stakeholders, etc.

Employment Exploration

Employment Exploration Sites

The establishment and assessment of employment sites in relation to the person's served interests, needs and functional capabilities is critical to the individual making informed choices about his or her future employment goals.

Once employment exploration sites are developed they are regularly assessed as to their appropriateness for the person seeking employment with regard to:

- Adequacy of supervision
- Safety
- Specific work-site requirements
- Potential job accommodations
- Accessibility
- Expectations for quality and quantities of work
- Job/task analysis
- Potential employment opportunity
- Other considerations identified, as appropriate to the individual (i.e. Cultural)
- Necessary risk management strategies

Employment Exploration Process

During the employment exploration process, information about the person served, which may include the following, is gathered:

- Job skills
- Need for potential job accommodations
- Work-related behaviors
- Learning styles
- Attitudes
- Aptitudes
- Modes of communication
- Interest in a particular job
- Cultural considerations

The needs of the persons served dictate the areas in which information is gathered. Such information may include:

- Personal and social supports available
- Work tolerances for conditions relative to cold, heat, dust, noise, etc.
- Job-seeking skills
- Work-related behaviors (e.g., attendance, initiative, dependability, and safety awareness)
- Learning styles (e.g., demonstration, written, verbal and modeling)
- Aptitudes (e.g., mechanical and clerical)
- Opportunities for integration
- Health status
- Mode of communication

The information listed above is useful in customizing future jobs for the people we serve. Not all this information is collected for each person we serve, but our programs have the capabilities to acquire it if needed, through referral sources and referral information, affiliations, associations, etc.

Employment planning requires a candid determination of realistic employment opportunities. Planning is done within the context of persons interest, jlocal job markets, and the geographical areas accessible to the persons served.

Employment specialists and job developers maintain current information on local job opportunities. This information addresses not only labor trends and employer needs, but also relevant community supports, services, and transportation.

Functional Industries, Inc. utilizes local and regional employment studies, employment offices/firms, internet connections, area workforce centers, and other data-based methods for determining the nature and/or condition of local job markets.

Employability assessments, job-carving and customized employment are the primary strategies used by employment specialists and job developers to assist in the development of endearing job/career opportunities for the persons served.

Job seekers are provided information pertaining to:

- Job opportunities in the local employment market consistent with his or her interests
- Career path opportunities relative to the person's goals and abilities
- Self-employment and/or entrepreneurship options, as appropriate

An individualized summary report is written for each person served. This report integrates and synthesizes all observations from the information-gathering activities that have been employed and addresses:

- Employment exploration and employment discussion results
- Planned outcomes, if appropriate at that point for the person
- Training needs
- Relevant jobs available in the local employment market
- Recommendations for additional resources and/or services as needed
- Individualized environmental or job-task modifications required for employment, if evidenced through actual exploration used
- Barriers to achievement and maintenance of employment
- Community resources for assistance in addressing employment barriers
- Strengths of the person
- Transportation and other support needs
- Self-evaluation by the person of the employment exploration experience, if possible
- Individualized assistive technology, or job task accommodations used

The completed employment planning report is shared with the person served in a manner that is understandable to them. Then, with their consent, is disseminated in a timely manner to agencies and stakeholders responsible for implementing recommendations contained in the report.

Summary information/reports may be presented to the person served in a variety of individualized ways. The method used will depend on staffing configurations, communication barriers, assistive technology available, etc. The techniques utilized can be the key to the achievement of the desired outcomes by the persons served.

The employment planning process provides the persons served with access to services provided by our organization or referral to other community organizations. Staff members have developed a list of services provided through our organization and maintain or expand this list in part through an examination of the results of our outcome measurement system which indicates the satisfaction of the persons served with those services.

Employment specialists and job developers conduct follow-along/follow-up and track the person's satisfaction with other community services used after the employment planning experience/services have been rendered.

EMPLOYEE DEVELOPMENT SERVICES

Program Description

Functional Industries' Employee Development Services consist of an array of comprehensive, individualized services designed to assist persons seeking employment to develop or reestablish skills, attitudes, personal characteristics, interpersonal skills, work behaviors, functional capacities, etc., to achieve positive employment outcomes.

Employee development services are time limited and are provided directly to persons seeking employment by our staff members or indirectly through corporate employer/employee support programs. Functional Industries provides employee development services at community job sites, within formal and organized vocational training settings, through one-on-one counseling sessions or within the workshops of our organization.

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

- Person served moves to a training program or more appropriate employment
- Person served retains her or his job
- Job advancement potential increases
- Career development results
- Level of support needed is reduced
- Person served obtains improved benefits
- Person served obtains employment
- Program is kept at capacity
- Services are cost-effective for the results achieved
- Job-seeking skills are developed
- Job-keeping skills are developed
- Responsiveness (days from referral to starting services)

Employment Needs and Objectives

Individualized employee development services are uniquely designed to address the identified employment objectives of each program participant. Employee development services are variable and are often influenced by cultural diversity, customs found in the local labor market and the specific employer/work-site culture.

Employee development services are based on the individual needs of the person seeking employment; Functional Industries provides or arranges to address the person's:

- Attendance and punctuality
- Soft skills (e.g., personal hygiene, grooming skills and work place attire)
- Job seeking skills such as interviewing, completing applications and developing and using job-locating networks and resources
- On-the-job performance skills related to quality and quantity of work produced
- Work-related community skills such as time management, mobility and money management skills
- Functional literacy skills
- Knowledge of employment practices such as payroll deductions, insurance, benefits, safety, unions and retirement
- Employment-related community skills such as time management, transportation options and budgeting skills
- Employment-related academic skills
- Employment-related communication skills
- Work-related interpersonal skills, including conflict resolution and anger management
- Work ethics
- Access to community resources
- Mobility and transportation skills
- Corporate or work culture, including things such as chain of command, work relationships and grievance procedures
- Customer service

Not all of these services are provided to each program participant; each person is provided only the services that will assist him or her in achieving their desired outcomes and employment goals.

Services provided reflect the supports needed by the person to progress toward desired outcomes. Each individual served is provided with opportunities for career development, job retention, job advancement and improved benefits. Resultant reports reflect to progress of the person over time toward achieving the identified outcomes and employment goals.

ORGANIZATIONAL EMPLOYMENT SERVICES

Program Description

Functional Industries' Organizational Employment Services (also known as "Center-Based Employment Services") are designed to provide meaningful remunerative work to program participants in locations owned, leased, rented or managed by our organization. Organizational employment services do not require program participants to participate in pre-placement or other vocational training as a prerequisite to obtaining employment. A critical component and value of organizational employment services is using the capacity of our employment and training service design to create opportunities for persons to achieve desired employment outcomes in their communities of choice.

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

- Increased wages
- Increased skills
- Meeting individual goals
- Increased work hours
- Movement to competitive employment
- Career growth
- Employment in an integrated environment
- Exposure to and availability of a variety of jobs
- Reasonable work accommodations and assistive technology
- Safe working conditions
- Meaningful work
- Opportunities to feel valued
- Opportunities for informed choice
- Minimized downtime
- Cost-effectiveness for results achieved

Program Information

Specific information pertaining to organizational employment services is provided to each program participant in a manner and format that is easily understandable to him or her. Some methods staff members may use to present program specific information

includes handbooks in the primary language of the person receiving services, videotapes, audiotapes, pictures/diagrams and one-on-one informational meetings.

Each program participant is provided with the following information related to their employment:

- The conditions and advantages of maintaining employment with Functional Industries, Inc.
- Benefits provided by Functional Industries, Inc.
- Responsibilities of Functional Industries, Inc.
- Responsibilities of the person receiving services
- Wage payment practices
- Rat of pay, including: methods of performance measurement and methods to increase earnings
- Earnings expected for work performed
- Work rules, regulations and customs
- Prevailing wages for each job performed
- Nondiscrimination practices
- Work rules and practices
- Civil rights practices
- Employee classification/optios within the organization
- Conflict resolution and grievance procedure
- Individual and human rights practices
- Policies for transfer and/or reentry
- Requirements for classification as a regular employee of Functional Industries, Inc.
- Potential for advancement
- Conditions for advancement
- Opportunities for training on other jobs
- Health and safety practices
- Other employment options and opportunities within the organization
- How the person can move to community integrated employment

Plan of Instruction

A systematic plan of instruction and/or support in work skills development and behaviors to be acquired is developed for each person served. This plan incorporates training activities that address, as needed:

- Orientation to the work environment
- Orientation to the job culture
- Orientation to work duties

- Job performance and progress
- Increasing individual performance, as appropriate
- Work-site job modifications
- Integration into the employment setting
- Strategies for resolving job-related issues
- Use of available transportation
- Safe workplace practices

In addition, non-work needs are identified and addressed through the individual planning process and/or by referral to supportive services.

Based on the needs and choices of the persons served, our organization may provide or refer the person to resources for addressing, as relevant to job support:

- Basic academic skills
- Basic self-care skills
- Communications skills
- Work attitudes
- Tools and equipment related to the person's job
- Mobility and travel training
- Interpersonal relationships with coworkers
- Job-site safety practices
- Self-advocacy and assertiveness skills
- Career planning
- Problem-solving and decision making skills
- Health maintenance and medication management
- Knowledge of community and governmental service agencies
- Management of legal affairs
- Management of benefit and financial resources
- Recreational and leisure time activities
- Use of phone and computer resources
- Use of community services and resources
- Advocacy or self-advocacy centers for independent living
- Accommodations or assistive technology needs, if identified
- Other issues or barriers to success, as identified

Persons served are provided a variety of opportunities for exploration of work opportunities both within our organization and in the community.

Potential for Community Employment

Each program participant's potential for participating in community employment is assessed on a semi-annual basis.

The person receiving services and appropriate staff members are involved in the assessment of opportunities for community employment. If indicated by the assessment, the program participant is referred for other services within our organization or to external services. Specific reasons as to why the person was not referred for community employment are documented throughout the assessment process.

Reentry

Persons placed in competitive jobs or other community employment may return to organizational employment services if job loss occurs within the first 60 days.

A return to organizational employment services may include a variety of options. Among these might be a return to their previous work assignment and/or to enroll and participate in a related skills-training activity within our organization, such as, vocational counseling, job-keeping skills training, volunteer assignments, etc.

Program participants are made aware of this option at the time of community placement and the policy is included in Functional Industries' Consumer Handbook.

Work Assignments and Special Minimum Wage Payments

Functional Industries maintains the necessary amount and variety of remunerative work to achieve the individual employment outcomes of persons receiving services.

Functional Industries has developed its work measurement and wage payment systems with help and guidance from regional, state and local wage and hour professionals. Our organization uses generally accepted techniques such as time studies, Methods Time Management (MTM), Modular Arrangement of Predetermined Time Standards (MODAPTS), etc. to guide our bidding processes and ensure fair and equitable wage payments.

Functional Industries conforms to Section 14 of the Fair Labor Standards Act and/or other relevant legislation when persons served receive less than the minimum wage. When a person receiving services receives less than the established minimum wage, our organization maintains documentation that includes:

- How the person's disability impairs his or her work productivity or job performance
- Performance levels based on generally accepted measurement techniques
- Description of commensurate wages paid
- Changes made based on annual prevailing wage studies

Documentation of the person's wage rate is kept in their individual program file. Other information is retained and filed by the director of human resources or a designee.

Bids for Contract Work

Functional Industries, Inc. seeks business only on a fair and competitive basis. We do not engage in unfair competition with other community habilitation/rehabilitation programs or commercial enterprises in selling our services or products. We have achieved financial stability by knowing our "true" costs and by bidding competitively in the regional job market.

When bidding for contract work or services, our bid price includes all direct costs, all indirect costs applicable to each job and consideration of prevailing fair market pricing. Our overhead markup is supported by precise written analysis of production costs and is uniformly charged for all products and services. The actual value of any services, equipment or space provided is included in determination of our overhead markup. Our direct costs include fringe benefits, wages, materials, shipping and any other costs directly identified with a job. All donated equipment, materials and services are included in the contract bid price at fair market value. Indirect costs, such as those associated with administrative functions, are also included in all bid prices.

Bid prices are reviewed annually to ensure that they remain fair and competitive. At the same time staff members analyze methods for achieving optimal efficiency in the work environment consistent with the ever-changing needs of the person served.

Downtime

Training activities are available during any period of reduced work activity. In the event of a reduction in the volume of paid work the persons served are provided meaningful, age-appropriate training activities that are supportive of their goals.

COMMUNITY EMPLOYMENT SERVICES

Program Description

Functional Industries' Community Employment Services assist persons seeking community employment to choose, obtain and retain integrated employment in the community or in their own businesses.

Community employment services do not require a person to participate in pre-placement or other vocational training as a prerequisite to obtaining community employment. Program participants may be paid by community employers or by Functional Industries. The actual site where the program participant is employed is not owned, rented or leased by our agency.

Job Development

Successful job development concurrently uses assessment information about the person seeking employment to target types of jobs available from area 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 often includes facilitating a hiring agreement between an area employer and the person seeking employment.

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

- Persons obtaining community employment
- Wages, benefits and hours of employment achieved as desired
- Average number of consecutive weeks worked increases
- Earnings and benefit
- Job retention/length of employment
- Integration
- Responsive services
- Opportunity to feel valued
- Cost-effectiveness for placement achieved
- Reasonable length of time from referral to placement
- Employment matches interest and desires of persons
- Persons served have the option of making informed choices
- Employers satisfied with services
- Transportation availability
- Safe working conditions

The Planning Process

Job placement services are provided or made available to assist persons to identify, obtain, maintain and/or advance in employment. These services are provided on an organized and planned basis, and include, but are not limited to, preparation of the person for employment, job development and placement, follow-up and post-employment services.

Job development planning uses a strengths based approach considering the following factors:

- Referral and assessment information
- Desires of the person seeking employment
- Successful aspects of work history
- Noted strengths and abilities from volunteer experience or hobbies
- Successful aspects of previous training, education and life experiences
- Job seeking skills assessment of the persons served
- Opportunities available in the local labor market, as applicable to the person served
- Transportation
- Wage and benefit analysis
- Transportation availability
- Availability of mentors and natural supports
- Legal history, if applicable
- Other considerations specific to the individual (i.e. accommodations required)

Informed choice of and direction by the person served is a major consideration in job development. Job search activities are individualized to the person seeking employment and with her or his approval. Individual job development plans are reviewed, as appropriate to the person and revised as necessary.

A written placement plan is developed for each person served in job placement. This plan may:

- Integrate the results and/or recommendations from other services
- Contain the job objective(s) and the roles and responsibilities of the individual providing placement and the person served
- Consider career planning, including job advancement and job changes
- Identify criteria for wage increases, including productivity, longevity and skill level

- Specify short- and long-term goals and objectives related to employment
- Identify opportunities for integration and independence
- Utilize generic integrated community resources to meet non-work needs
- Identify short- and long-term support needed, including such supports as financial resources, natural supports and assistive technology
- Consider ancillary support services, if needed
- Specify the length of time for which follow-up contact will be maintained, primarily based on the person's needs

The plans of the persons referred for job placement services that have not been placed are reviewed at least every 30 days. Consultation occurs with the person, other appropriate professional personnel and/or the referral source to determine if the placement plan should be amended.

Individual job development plans for persons in crews, enclaves, etc. consider the specific tasks to be performed and match the persons' talents and strengths to the opportunities available.

The Job Development Process

Staff members develop job opportunities through education of employers, partnerships with community resources, memberships in community employer associations, business forums, formal relationships with public and vocational schools, etc. The jobs we develop reflect the personal interests and abilities of the persons receiving services as well as employer needs.

The approaches staff members use to develop employer relationships are respectful and image enhancing, in keeping with Functional Industries' Code of Ethics. The process of job development includes:

- Analyzing information about the persons seeking employment with respect to opportunities for employment in the local job market
- Identifying specific job opportunities
- Educating employer about the persons seeking employment
- Maintaining an organized system of recording job openings and employment contacts
- Informing job applicants of employment openings
- Other employment-related activities specific to the needs and expectations of the persons receiving job development services

Functional Industries' job development activities include, but are not limited to:

- Contacting area employers and building networks to develop and/or identify job opportunities
- Work-site analysis, as needed
- Maintaining an organized system of current job openings
- Assisting the job applicants in finding jobs and employers that are well matched to their goals
- Developing natural supports in the workplace
- Assisting the job applicants in finding jobs and employers well matched with their employment goals and objectives
- Providing disability awareness education to the employer when indicated
- Providing education and support in:
 - Self-directed job search, when appropriate
 - ADA rights and EEOC
- Services requested by the person served, including:
 1. Job-site consultation to identify or modify barriers to employment
 2. Negotiating:
 - Job carving
 - Job accommodations
 - Job sharing
 3. Natural supports in the workplace

Job developers promote active relationships with area employers and our organization strives to enhance relationships by:

- Providing for close cooperation between Functional Industries and local employers through participation in business advisory councils, membership in community employer associations, business forums and formal/informal relationships with public and private schools
- Providing on-site analysis, consultation and recommendations for work-site and job modification and customized employment, when appropriate
- Assisting area employers to identify, modify and/or eliminate architectural, procedural, instructional, communication and/or attitudinal barriers to employment
- Educating employers about various disabilities and resulting vocational implications, assistive technology devices, job accommodations, services provided by our organization, incentives to the employer and current disability-related legislation affecting the employer

During job-site visits job developers may make recommendations for customized employment. This may include work-site or job modification and assisting employers to identify, modify or eliminate barriers to the employment and the advancement of the person served.

Job developers conduct a complete orientation for all new employees to help ensure their initial success and facilitate job retention. At a minimum, the following information is presented to each new employee by the job developer or community employer:

- The conditions for maintaining employment
- Position description
- Responsibilities of the employee
- Wage payment practices
- Rate of pay
- Benefits provided by the business
- Work rules and customs
- Non discrimination practices
- Conflict resolution procedures
- Policies for transfer
- Employee classifications within the business
- Health and safety practices
- Union membership policies, if applicable
- Potential for career growth
- Job advancement
- Conditions for advancement
- Employment options available in the business
- Career opportunities and requirements
- Job retention
- Improved benefits
- Work culture

This orientation information is provided to the new employee in a manner that is understandable to them. Job developers may present these informational items in a variety of ways; face-to-face, career counseling sessions, classroom instruction, advocacy groups, website listings, handbooks, etc.

Job developers keep comprehensive information pertaining to persons placed in community employment sites. At a minimum their records include:

- Place of employment
- Job title
- Rate of pay and fringe benefits
- Date on which employment commenced
- Employment status following commencement
- Name of immediate supervisor, if available at the work site

In order to maintain successful job development opportunities, manpower contracts, work-crews, enclaves and other personnel service designs, our organization maintains an employer-responsive, customer-designed service and partnership. If the person served has authorized disclosure, job developers provide area employers information about or access to resources as needed regarding:

- Job modifications and/or reasonable accommodations
- Return-to-work strategies, if applicable
- The array of services and supports offered by our organization including a contact person
- Federal and/or state tax credits, if applicable and the person gives written permission to release information pertaining to disability

Follow-Up and Post-Employment Services

Functional Industries provides a variety of follow-up and post-employment services to facilitate employee job retention and employer's satisfaction with the placement process. These services include, but are not limited to:

- Contact with the employed person and with the employer when this is appropriate
- A documented system to provide organized support contacts at regular intervals with the person served (as appropriate, contact at regular intervals with the employer and significant others)
- The availability of appropriate personnel for the person served and/or employer during and, if feasible, after regular working hours to provide support services, if requested
- Maintenance of contacts for a reasonable period of time to promote adequate job adjustment and retention
- The availability of services, including re-placement, to persons who are unsuccessful in maintaining employment.

Job-Site Training

Functional Industries' job-site services are flexible and vary according to the needs of the new employee and the complexity of the job. Training can include assisting the employee with performance on the new job task and helping the person to understand the job culture and industry practices and work behaviors expected by the employer. It may also include training the employer and coworkers to understand the training methods and any accommodations needed by the worker.

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

- Increase in skills
- Decrease in need for intervention
- Decrease in hours of support
- Job retention
- Pay increase
- Performance level achieved meets requirements of job or position
- Satisfaction of employer
- Type and amount of staff interaction meets needs
- Persons are served with respect
- Opportunity for informed choice and participation in all phases of planning

When appropriate job developers complete a comprehensive work-site job analysis for the person served. This written analysis lists the tasks to be performed and the methods that will be used for teaching these tasks and the job behaviors needed by the new employee to be successful on the job. The analysis also includes a section for recording the person's served progress in learning the job or job behavior.

When Functional Industries provides supervision and/or training at the work site, the job developer or job coach must develop a working knowledge of the type of work the new employee is required to perform and the training techniques appropriate to the person served to promote and support adequate job performance.

A systematic individualized plan of instruction and/or support in work skills and behavior to be acquired is developed for each placement scenario. Training activities address, as needed:

- Attendance and punctuality
- Soft skills (e.g., grooming, hygiene, appropriate work attire, etc.)
- Work-related community skills
- Functional literacy skills
- Work-related academic skills
- Work-related communication skills
- Work-related interpersonal skills, including conflict resolution and anger management
- Work ethics
- Worksite technology
- Knowledge of work practices
- Corporate work culture
- Orientation to work duties

- Job performance and progress
- Increasing individual performance to company standards
- Work-site modifications, if needed
- Integration into the employment setting
- Strategies for resolving job-related issues
- Use of transportation

Training strategies are individualized to the person served and to the placement. Strategies may include:

- On-site or off-site consultations
- Using coworkers as facilitators/mentors
- Decreasing the trainer's presence on the job-site (fading)
- Transferring care-giver training and supports to natural support systems, when available
- Mentoring
- Referral to support groups or employee assistance programs, if appropriate and available

The length of participation in job-site training is determined by the strengths, abilities, needs and preferences of the person served and often may be of unlimited duration.

Functional Industries trains its job developers and job coaches to manage all aspects field-based services and on techniques to enable them to communicate effectively with all levels of staff at the employment site.

Personnel are well versed in the industrial and programmatic aspects of their various assignments and adhere to both industry and workplace practices.

Our organization has a variety of contingency plans that can be implemented in the event that a work trainer is absent or tardy.

Personnel are trained to identify non-work needs that may adversely affect employment potential. These issues are often addressed through referral to supportive services and/or through the individual planning process.

Employment Supports

Community employment services designed to assist those receiving services retain employment reflect the needs and desires of the person served. Job supports to help those receiving services may be either time-limited or ongoing, and may be provided by members of our staff or through affiliation, association or other arrangements that enhance success of the persons receiving services.

Targeted support may be given to an employer's personnel as a strategy for transferring supervision from Functional Industries to the employer, thus reducing the need for paid support services.

Postemployment and follow-up services are designed to promote job adjustment and enhance job retention. Services designed to aid in job retention are provided at times and locations best suited to meet the needs and desires of the person receiving services. These services may be provided at the employment site or at another off-site location if this better meets the person's needs.

For persons receiving long-term supports, there is at least a semi-annual review of the level of ongoing supports need with the employer and the person served.

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

- Employment retention
- Decrease in crisis intervention
- Job advancement
- Pay increase
- Increased hours worked
- Increased productivity
- Increased participation in the community
- Responsiveness to customers
- Minimize length of time for supports
- Satisfaction outcomes that reflect needs and expectations of the employee are met
- Opportunities for informed choice
- Safe working conditions

Resources and Information

Trained staff members are available to provide a variety of support services, if requested, for the consumer and the employer during and, if feasible, after regular working hours. Natural supports are identified in the work environment, and are utilized for maximizing training and ongoing support.

Based on the needs and choices of the person served, Functional Industries may provide or refer the person served to resources for addressing, as relevant to job supports:

- Work-related academic skills
- Basic personal care skills

- Functional job related literacy skills
- Work-related communication skills
- Work attitudes
- Tools and equipment related to the person's job
- Mobility and travel training
- Interpersonal relationships with coworkers
- Job-site safety practices
- Self-advocacy and assertiveness skills
- Career planning
- Problem-solving and decision-making skills
- Health maintenance and medication management
- Attendance and punctuality expectations
- On-the-job performance skills related to quality and quantity of work
- Work culture, including chain of command, work relationships, grievance procedures
- Knowledge of governmental and community service agencies
- Management of legal affairs
- Management of benefits and financial resources
- Recreational and leisure time activities
- Work-related technology
- Use of community services and resources
- Other issues, as identified

Persons seeking employment have opportunities to develop and maintain relationships with coworkers from the work setting as desired. Specialized services are provided to assist the person receiving services to participate in work-related activities and develop appropriate relationships with coworkers.

Information pertaining to community employment services is provided to persons seeking employment in the manner and format most understandable to them. Staff members consider reasonable accommodations and assistive technology when explaining community employment services to program participants. They may use communication devices, videotapes, audiotapes, pictures/diagrams or materials in each person's primary language to facilitate comprehension.

The following information is provided to all persons seeking community employment:

- Conditions for maintaining community employment
- Benefits provided
- Responsibilities of Functional Industries, Inc.
- Responsibilities of the person seeking employment
- Wage payment practices
- Work environment, rules and customs

- Nondiscrimination practices
- Conflict resolution and grievance procedures
- Individual and human rights practices
- Policies for transfer or reentry
- Requirements for classification as a regular employee of Functional Industries, Inc.
- Health and safety requirements
- Other employment options and opportunities

This information is detailed in the Consumer Handbook to educate the person seeking employment about their rights and responsibilities. Staff members utilize other strategies such as posting this information on bulletin boards, and discussing it at consumer advisory council meetings.

Based on the strengths, abilities, needs and preferences of the person receiving services, staff members provide referrals to generic community resources or other employment supports for the development of skills to obtain or retain employment and/or take proactive steps for career advancement.

Functional Industries understands that non-work needs that affect employment potential must be addressed. If it has been determined that the person seeking employment has non-work with the potential of impacting employment, staff members provide referrals to supporting services or address the needs in the individual planning process. These needs are then monitored on a semi-annual basis.

Work Assignments and Special Minimum Wage Payments

Functional Industries assists job seekers in securing the necessary amount and variety of community work necessary to achieve their individual employment outcomes.

Functional Industries has developed our work measurement and wage payment systems with help and guidance from regional, state, and local wage and hour professionals. Our organization uses generally accepted techniques such as time studies, Methods Time Management (MTM), Modular Arrangement of Predetermined Time Standards (MODAPTS), etc. to guide our bidding processes and ensure fair and equitable wage payments.

Functional Industries conforms to Section 14 of the Fair Labor Standards Act and or other relevant legislation when persons served receive less than the minimum wage. When a person receiving services receives less than the established minimum wage, our organization maintains documentation that includes:

- How the person's disability impairs his or her work productivity or job performance
- Performance levels based on generally accepted measurement techniques
- Description of commensurate wages paid
- Changes made based on annual prevailing wage studies

Documentation of the person's wage rate is kept in their individual program file. Other information is retained and filed by the Director of Human Resources, or a designee.

Bids for Contract Services

Functional Industries, Inc. seeks business only on a fair and competitive basis. We do not engage in unfair competition with other community habilitation/rehabilitation programs or commercial enterprises in selling our services or products. We have achieved financial stability by knowing our "true" costs, and by bidding competitively in the regional job market.

When bidding for contract work or services, our bid price includes all direct costs, all indirect costs applicable to each job and consideration of prevailing fair market pricing. Our overhead markup is supported by precise written analysis of production costs and is uniformly charged for all products and services. The actual value of any services, equipment or space provided is included in determination of our overhead markup. Our direct costs include fringe benefits, wages, materials, shipping and any other costs directly identified with a job. All donated equipment, materials and services are included in the contract bid price at fair market value. Indirect costs, such as those associated with administrative functions, are also included in all bid prices.

Bid prices are reviewed annually to ensure that they remain fair and competitive. At the same time staff members analyze methods for achieving optimal efficiency in the work environment consistent with the ever-changing needs of the person served.