

# **Quality Framework for Person-Centered Job Coaching in Vocational Rehabilitation for Individuals with IDD**

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## Introduction

This standard outlines the responsibilities and practices for vocational rehabilitation job coaches for individuals with IDD (hereinafter - job coaches) in delivering person-centered, high-quality, and inclusive services aligned with the Council on Quality and Leadership's (CQL) Basic Assurances®. These Basic Assurances® serve as a foundation for determining the quality of person-centered support services, ensuring health, safety, dignity, respect, and personal outcomes for individuals supported.

The organization, as a supported employment (SEMP) service provider, is accredited by the **Council on Quality and Leadership (CQL)** for implementing the **CQL Basic Assurances Manual**. This accreditation makes the implementation of the CQL Basic Assurances® mandatory for all employees of the organization, including job coaches. Job coaches, as essential representatives of the organization in the field, must adhere to organizational policies, procedures, and practices in line with these mandatory requirements.

By aligning with the CQL Basic Assurances®, this standard aims to promote a culture of excellence, accountability, and continuous improvement, fostering the harmonization of interests among all stakeholders.

This standard is part of the lineup of support standards being developed by the **American Support Standards Institute (AMSI)**, which include:

- **Taxonomy of Support Services for Individuals with IDD (AMSI STANDARD ID1)**
- **Taxonomy of Supported Employment Services for Individuals with IDD (AMSI STANDARD IDS1)**
- **Supported Employment Services. Initial Intake. Employment Eligibility Declaration (AMSI STANDARD IEE1)**
- **Supported Employment Services. Final Eligibility Verification. Inclusive Orientation (AMSI STANDARD EVI1)**
- **Inclusive Communication and Language. Fostering Inclusive Services Through Communication (AMSI STANDARD ICL1)**

## Definitions of Modalities

To clarify the implementation of this standard:

- **Shall:** Indicates a mandatory requirement.
- **Should:** Indicates a best practice or recommendation based on experience, which is encouraged but not strictly required.
- **May:** Indicates a permissible action that is allowable within the context but not required.

These definitions ensure that the requirements and recommendations within this standard are clear and actionable for all stakeholders involved.

## 1. Visualization of High-Quality, Person-Centered Job Coaching



Figure 1: Delivery of high-quality, person-centered job coaching services

Figure 1 illustrates the delivery of high-quality, person-centered job coaching services for individuals with Intellectual and Developmental Disabilities (IDD). These services aim to bring high satisfaction and joy to individuals through job performance aligned with their personal goals and preferences. The framework also reflects the accreditation of the Supported Employment (SEMP) service provider, ensuring alignment with the **CQL Basic Assurances®** quality requirements.

## **2. Ten Core Quality Factors of Person-Centered Job Coaching Services Aligned with CQL Basic Assurances®**

### **2.1 Rights Protection and Promotion**

#### **Indicators:**

- 1a The organization implements policies and procedures that promote people's rights.
- 1b The organization supports people to exercise their rights and responsibilities.
- 1c Staff recognize and honor people's rights.
- 1d The organization upholds due process requirements.
- 1e Decision-making supports are provided to people as needed.

#### **Implementation:**

##### **1a The organization implements policies and procedures that promote people's rights.**

Job coaches, as representatives of the organization in the field, shall implement organizational policies and procedures that reflect a commitment to protecting and promoting individuals' rights, particularly in the context of employment and disabilities. These rights are guaranteed under the U.S. Constitution and enforced through key federal, state, and local laws and regulations, including but not limited to the Americans with Disabilities Act (ADA) and the Rehabilitation Act.

- Job coaches shall ensure that policies include a comprehensive listing of rights, clearly describe due process procedures, and outline processes for individual rights reviews and documentation.
- Job coaches shall verify that restrictive practices or interventions are applied only when absolutely necessary, with prior informed consent, and in compliance with due process standards.
- Job coaches shall ensure that no standing organizational practices create blanket restrictions that infringe upon individuals' rights.

##### **1b The organization supports people to exercise their rights and responsibilities.**

- Job coaches shall support individuals in exercising their rights by assessing their abilities to perform employment-related actions, such as:
  - Moving freely in the workplace.
  - Managing financial transactions.
  - Accessing communication tools and systems.
  - Maintaining personal relationships and privacy.
  - Participating in elections or other civic activities.
- Job coaches shall ensure these assessments are documented in person-centered plans, regularly updated, and used to tailor supports that are provided only to the extent necessary.
- Job coaches shall encourage self-advocacy and actively involve individuals in decision-making processes regarding their support needs and goals.
- Confidentiality shall be maintained, and personal information shall only be shared with written, informed consent from the individual or their legally authorized representative.

**1c Staff recognize and honor people’s rights.**

- Job coaches shall ensure that individuals' rights are recognized and respected in all interactions by other staff and stakeholders.
- Coaches shall provide ongoing training to staff to ensure they are equipped to recognize, respect, and honor individuals' preferences and goals.
- Job coaches shall monitor interactions between staff and individuals to confirm that dignity and rights are upheld, addressing concerns through corrective measures or training as necessary.

**1d The organization upholds due process requirements.**

- Job coaches shall support the organization's due process systems, particularly in cases where restrictive or intrusive practices are proposed.
- Job coaches shall collaborate with the Human Rights Committee (HRC) to ensure its effective functioning, including compliance with membership requirements (at least one-third unaffiliated with the organization).
- Job coaches shall encourage individuals to actively participate in HRC meetings, providing input on matters that affect their rights and ensuring the committee maintains accurate records of its activities and follow-up actions.
- The HRC, with the involvement of job coaches, shall review and approve all behavioral or medical support plans that include restrictive or intrusive procedures, ensuring individuals' rights are prioritized.

**1e Decision-making supports are provided to people as needed.**

- Job coaches shall ensure individuals receive tailored decision-making supports, including:
  - Supported decision-making options.

- Alternatives to guardianship or representative payeeship.
  - Advocacy services aligned with individuals' needs.
- Job coaches shall document the scope of decision-making supports in person-centered plans, reviewing and updating these plans annually or as circumstances change.
- Job coaches should assist in developing written plans to provide necessary decision-making supports, empowering individuals to make informed choices in all aspects of their employment and personal lives.

By adhering to these responsibilities, job coaches actively ensure that the rights of individuals with IDD are respected, protected, and promoted in the workplace and beyond. This commitment fosters an environment of dignity, inclusion, and empowerment, helping individuals achieve their goals within a framework of legal and ethical compliance.

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## **2.2 Dignity and Respect**

- **Indicators:**
  - 2a People are treated as people first.
  - 2b The organization respects people's concerns and responds accordingly.
  - 2c People have privacy.
  - 2d Supports and services enhance dignity and respect.
  - 2e People have meaningful work and activity choices.

### **Implementation:**

#### **2a People are treated as people first.**

- Job coaches shall ensure that individuals are always addressed by their preferred names and that staff refrain from referring to individuals by their disabilities, diagnoses, or conditions.
- Job coaches shall extend common courtesies to individuals and promote a positive image of individuals through the organization's internal and external communications.
- Job coaches should train and support staff to recognize and respect the unique individuality of each person, enhancing dignity and respect in all interactions.

#### **2b The organization respects people's concerns and responds accordingly.**

- Job coaches shall provide individuals with the necessary supports to report complaints, problems, or concerns.

- Job coaches shall ensure that families and legally authorized representatives understand the organization's complaint process.
- Job coaches should facilitate timely and relevant responses to complaints, ensuring they are understandable to individuals and their families.
- Job coaches shall use satisfaction data and personal outcome measures to adjust and improve supports and services in collaboration with the organization.

## **2c People have privacy.**

- Job coaches shall ensure that personal information is shared only with the individual's permission or that of their legally authorized representative.
- Job coaches shall provide individuals with opportunities for private communication, such as phone calls, mail, and personal visits.
- Job coaches should advocate for physical privacy measures, such as lockable doors and spaces where individuals can be alone, and support choices regarding living arrangements, including private bedrooms and roommate preferences where applicable.
- Job coaches shall monitor and guide staff to respect individuals' privacy in personal care and daily routines.

## **2d Supports and services enhance dignity and respect.**

- Job coaches shall provide individuals with necessary supports to maintain personal cleanliness and appearance as requested.
- Job coaches shall promote autonomy by allowing individuals to make life choices, including control over their own schedules and routines.
- Job coaches shall ensure that individuals receive information about supports and services in plain language that reflects cultural considerations and is accessible.
- Job coaches should advocate for integrated and generic support settings, ensuring supports are only provided to the extent needed.
- Job coaches shall support individuals in maintaining safe, sanitary, and personalized living environments and provide transportation and other supports for accessing community services.

## **2e People have meaningful work and activity choices.**

- Job coaches shall conduct personal preference assessments to identify the kinds of work and recreational activities individuals desire.
- Job coaches shall provide individuals with the support needed to make informed choices about their preferred work and activities.
- Job coaches shall focus services and supports on assisting individuals to achieve their goals and desires, ensuring that options are age-appropriate, culturally normative, and promote a positive self-image.

- Job coaches shall advocate for fair compensation for work performed and support individuals in generating income to address needs and wants beyond public assistance.
- Job coaches shall actively support individuals in seeking and maintaining employment in competitive, integrated settings and participating in community life.
- Job coaches shall promote individuals' control over their personal resources and financial independence.

By adhering to these indicators and probes, job coaches ensure that individuals with IDD are treated with dignity and respect, fostering a supportive and empowering environment in both work and life settings.

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## **2.3 Natural Support Networks**

- **Indicators:**
  - 3a Policies and practices facilitate continuity of natural support systems.
  - 3b The organization recognizes emerging support networks.
  - 3c Communication occurs among people, their support staff, and their families.
  - 3d The organization facilitates each person's desire for natural supports.

### **Implementation:**

#### **3a Policies and practices facilitate continuity of natural support systems.**

- Job coaches shall ensure that the organization's policies acknowledge the value of natural supports in promoting identity, personal security, and continuity for individuals.
- Job coaches shall support individuals in maintaining frequent and informal visits with family and friends, both at individuals' homes and at others' residences.
- Job coaches shall provide the necessary supports to ensure individuals' health, safety, and well-being during these visits.
- Job coaches should assist individuals in reconnecting with natural support networks if contact has been lost, as well as building new relationships in accordance with organizational policies.
- Job coaches shall receive training to support families and friends in maintaining communication and relationships with the individuals they support.

#### **3b The organization recognizes emerging support networks.**

- Job coaches shall identify existing and potential natural supports for each individual, ensuring they align with the individual's preferences and choices.



- Job coaches shall assist individuals in overcoming barriers to maintaining connections with their natural supports.
- Job coaches should use community resources such as local organizations, clubs, places of worship, and schools to build capacity for potential natural supports.
- Job coaches shall encourage and facilitate the inclusion of family members and close personal friends for individuals requiring assistance with decision-making.

### **3c Communication occurs among people, their support staff, and their families.**

- Job coaches shall support individuals in choosing the extent and frequency of contact with their natural support networks.
- Job coaches shall maintain updated contact information for family and friends important to the individuals they support.
- Job coaches should provide individuals with the necessary supports to stay connected to their networks, such as facilitating phone calls, letter writing, or commemorating special days.
- Job coaches shall ensure legally authorized representatives and others identified by individuals are notified compassionately and promptly in the event of incidents.
- Job coaches shall respond positively and timely to inquiries from those in individuals' natural support networks.

### **3d The organization facilitates each person's desire for natural supports.**

- Job coaches shall regularly assess individuals' satisfaction with the extent and frequency of contact with their support networks.
- Job coaches shall involve families and significant others in planning processes, in alignment with individuals' preferences and desires.
- Job coaches shall document individuals' involvement and contact with their support networks in organizational systems.
- Job coaches shall ensure that families and friends can visit individuals without prior notice unless otherwise requested by the individual.
- Job coaches shall facilitate private spaces for individuals to meet with their family and friends.
- Job coaches should involve families and other significant individuals when developing and evaluating organizational policies, programs, services, and supports.

By promoting and maintaining natural support networks, job coaches enhance the emotional well-being, identity, and personal security of individuals with IDD, ensuring continuity in relationships and fostering new connections that align with individuals' preferences and choices.

## **2.4 Protection from Abuse, Neglect, Mistreatment, and Exploitation**

- **Indicators:**

- 4a The organization implements policies and procedures that define, prohibit, and prevent abuse, neglect, mistreatment, and exploitation.
- 4b People are free from abuse, neglect, mistreatment, and exploitation.
- 4c The organization implements systems for reviewing and analyzing trends, potential risks, and sentinel events, including allegations of abuse, neglect, mistreatment, exploitation, injuries of unknown origin, and deaths.
- 4d Support staff know how to prevent, detect, and report allegations of abuse, neglect, mistreatment, and exploitation.
- 4e The organization ensures objective, prompt, and thorough investigations of each allegation of abuse, neglect, mistreatment, and exploitation, and of each injury, particularly injuries of unknown origin.
- 4f The organization ensures thorough, appropriate, and prompt responses to substantiated cases of abuse, neglect, mistreatment, and exploitation, and to other associated issues identified in the investigation.

### **Implementation:**

#### **4a The organization implements policies and procedures that define, prohibit, and prevent abuse, neglect, mistreatment, and exploitation.**

- Job coaches shall implement organizational policies that comprehensively define abuse, neglect, mistreatment, and exploitation, ensuring alignment with legal and regulatory requirements.
- Job coaches shall adhere to procedures that explicitly prohibit these actions and actively participate in screening processes to prevent hiring individuals with a history of substantiated abuse or neglect.
- Job coaches shall engage in staff training focused on prevention, identification, and reporting of abuse, ensuring that responsibilities for protecting individuals from further harm are clearly defined and followed.

#### **4b People are free from abuse, neglect, mistreatment, and exploitation.**

- Job coaches shall provide individuals with understandable information about their rights to be free from abuse, neglect, mistreatment, and exploitation.
- Job coaches shall facilitate an accessible and user-friendly complaint process, ensuring individuals feel supported when reporting allegations.
- Job coaches shall ensure individuals subjected to abuse, neglect, mistreatment, or exploitation receive full supports to address the effects, including therapeutic and protective measures, regardless of when or where the incident occurred.
- Job coaches shall advocate for and support the development of positive behavioral strategies for individuals with challenging behaviors.

**4c The organization implements systems for reviewing and analyzing trends, potential risks, and sentinel events.**

- Job coaches shall actively contribute to the organization’s Incident Management system by accurately documenting and reporting incidents, including allegations of abuse, neglect, injuries, and sentinel events.
- Job coaches shall participate in reviews to identify patterns or risks, make recommendations for corrective actions, and evaluate the effectiveness of interventions.
- Job coaches shall support data-driven improvements in safety and risk management systems to protect individuals and enhance organizational outcomes.

**4d Support staff know how to prevent, detect, and report allegations of abuse, neglect, mistreatment, and exploitation.**

- Job coaches shall undergo and promote regular staff training to ensure competency in preventing, detecting, and reporting abuse, neglect, mistreatment, and exploitation.
- Job coaches shall demonstrate their own understanding of these areas and support staff in addressing gaps in their knowledge through ongoing training and evaluations.
- Job coaches should monitor for potential underreporting of incidents and recommend additional interventions or competency-based training where necessary.

**4e The organization ensures objective, prompt, and thorough investigations of each allegation and injury.**

- Job coaches shall assist in the implementation of effective procedures for determining responsibility for investigations and ensuring their thoroughness and objectivity.
- Job coaches shall ensure individuals are protected from further harm during investigations and advocate for timely completion of investigations, including filing status reports if delays occur.
- Job coaches should support the training of investigators to maintain high investigation standards.

**4f The organization ensures thorough, appropriate, and prompt responses to substantiated cases.**

- Job coaches shall support the organization in implementing responses to substantiated allegations that consider the scope, severity, and circumstances of each case.

- Job coaches shall document and validate actions taken to reduce the likelihood of recurrence, ensuring transparency with individuals and their legally authorized representatives.
- Job coaches should advocate for the organization to integrate lessons learned from substantiated cases into its policies and practices to improve preventive measures and response systems.

### **Monitoring and Reporting:**

Job coaches shall play a vital role in ensuring the organization’s systems for monitoring and addressing abuse, neglect, mistreatment, and exploitation remain effective and responsive. This includes:

- Regularly reviewing individual and organizational outcomes to identify potential risks or areas of improvement.
- Ensuring that data collection and reporting are accurate, timely, and relevant to the organization’s goals of ensuring safety and dignity for all individuals.
- Advocating for continuous learning and improvement based on data and incident reviews.

By implementing these responsibilities, job coaches contribute to the creation of a safe, supportive, and empowering environment for individuals with IDD, ensuring compliance with organizational policies and CQL standards.

## **2.5 Best Possible Health**

- **Indicators:**
  - 5a People have supports to manage their own healthcare.
  - 5b People access quality healthcare.
  - 5c Data and documentation support evaluation of healthcare objectives and promote continuity of services and supports.
  - 5d Acute health needs are addressed in a timely manner.
  - 5e People receive medications and treatments safely and effectively.
  - 5f Staff immediately recognize and respond to medical emergencies.

### **Implementation:**

#### **5a People have supports to manage their own healthcare.**

- Job coaches shall ensure that individuals have the opportunity to choose their own healthcare providers and make their own healthcare appointments and records, with support provided as necessary.

- Job coaches shall provide individuals with understandable information about their health, medications, treatments, and any associated risks or alternatives. Individuals shall also be supported in understanding advanced directives, such as Psychiatric Advanced Directives (PAD), and assisted in developing them if desired.
- Job coaches shall assess individuals' preferences and abilities to self-administer medications and treatments at least annually, providing necessary support to ensure adherence to prescribed orders.
- Job coaches shall ensure individuals are educated on how to access medical emergency services and that therapeutic and adaptive equipment provided is properly maintained and fits the individual's needs.

#### **5b People access quality healthcare.**

- Job coaches shall ensure that individuals receive healthcare evaluations and screenings defined by the organization's policies, consistent with applicable laws and medical standards for prevention, early detection, and treatment.
- Job coaches shall monitor the adherence to standardized protocols for medical evaluations and ensure individuals undergo specialized assessments when required for specific health conditions (e.g., seizure disorders, psychiatric disorders, or dysphagia).
- Job coaches shall support individuals in accessing comprehensive physical examinations and any additional specialized healthcare assessments as needed.

#### **5c Data and documentation support evaluation of healthcare objectives and promote continuity of services and supports.**

- Job coaches shall ensure that all healthcare evaluations and screenings are documented in the individual's records.
- Job coaches shall incorporate healthcare evaluation results and support recommendations into person-centered plans, ensuring these plans describe how healthcare services are adjusted as the individual's needs change.
- Job coaches shall verify that healthcare supports are consistently provided and reviewed routinely by a qualified professional and at least annually by the individual's support team.
- Job coaches shall use documented data to assess the effectiveness of healthcare supports and progress toward achieving healthcare goals.

#### **5d Acute health needs are addressed in a timely manner.**

- Job coaches shall train support staff to promptly recognize and report physical or behavioral changes, complaints of illness, injuries, or other signs and symptoms requiring medical attention.

- Job coaches shall ensure the organization’s process for addressing acute health changes is followed, including timely assessments by qualified healthcare practitioners and obtaining diagnostic studies when indicated.
- Job coaches shall document acute health changes, treatments, and outcomes, ensuring this information is used to modify person-centered plans promptly.
- Job coaches shall collaborate with healthcare staff to ensure continuity of care and timely transitions to higher levels of care when necessary.

**5e People receive medications and treatments safely and effectively.**

- Job coaches shall ensure that medications and treatments are prescribed in accordance with applicable laws and regulations and align with outcomes outlined in individuals’ person-centered plans and preferences, including any advanced directives.
- Job coaches shall educate individuals and direct support staff about the intended outcomes and potential side effects of medications and treatments.
- Job coaches shall verify that medications and treatments are reviewed at specified intervals and administered only by authorized personnel in compliance with legal requirements.
- Job coaches shall ensure that medication errors, adverse reactions, and drug side effects are promptly reported, addressed, and documented as per organizational policy.

**5f Staff immediately recognize and respond to medical emergencies.**

- Job coaches shall ensure that all direct support staff are trained in recognizing and responding to medical emergencies, including First Aid, CPR, and medication administration.
- Job coaches shall ensure emergency medical equipment and medication required for individuals are readily available, properly maintained, and accessible in the appropriate dose, quantity, and form.
- Job coaches shall promote adherence to organizational policies and procedures for implementing effective and decisive responses to medical emergencies.

**Monitoring and Reporting:**

Job coaches play a key role in monitoring healthcare services and ensuring compliance with Factor 5. This includes:

- Regularly reviewing and updating person-centered plans to reflect changes in healthcare needs and services.
- Ensuring accurate documentation and timely communication with healthcare providers and other support staff to maintain continuity of care.
- Advocating for the implementation of lessons learned from healthcare evaluations and incidents to improve outcomes for individuals.

By implementing these responsibilities, job coaches ensure that individuals with IDD achieve the best possible health outcomes, promoting independence, safety, and well-being.

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## **2.6 Safe Environments**

- **Indicators:**

- 6a The organization provides individualized safety supports.
- 6b The physical environment promotes people's health, safety, and independence.
- 6c The organization has individualized emergency plans.
- 6d Routine inspections ensure that environments are sanitary and hazard-free.

### **Implementation:**

#### **6a The organization provides individualized safety supports.**

- Job coaches shall ensure that individuals' abilities to maintain safety in their environments are assessed comprehensively. This includes safety in the kitchen, adjusting hot water, evacuating during emergencies, using cleaning supplies, and addressing any other environment-specific concerns.
- Job coaches shall ensure individuals are provided with necessary safety supports tailored to their needs and preferences, limiting supports to only the extent required to maintain independence.
- Job coaches shall document the results of safety assessments, including any supports needed to ensure safety at home and work, in person-centered plans.
- Job coaches should facilitate ongoing safety assessments, ensuring they are reviewed at least annually or when significant changes occur.

#### **6b The physical environment promotes people's health, safety, and independence.**

- Job coaches shall verify that all buildings where individuals live or work comply with applicable fire, safety, and environmental codes, ensuring the absence of hazardous materials such as lead paint, radon, mercury, and asbestos.
- Job coaches shall advocate for and monitor the implementation of sanitary practices to prevent infection transmission.
- Job coaches shall ensure that design modifications are made to enhance accessibility and safety based on individuals' specific needs.
- Job coaches should oversee the maintenance of proper ventilation, temperature, and humidity levels in living and working environments, ensuring they are comfortable and safe.

- Job coaches shall support efforts to maintain the appearance of homes and workspaces in a manner consistent with community standards.

**6c The organization has individualized emergency plans.**

- Job coaches shall ensure that emergency plans are developed and address scenarios such as missing persons, fires, and severe weather. Plans shall include specific supports such as alarms, visual signals, and other modifications needed by individuals.
- Job coaches shall train individuals and support staff in emergency procedures, conducting safety drills based on person-specific assessments of type, frequency, and support level required.
- Job coaches shall review data from safety drills to assess effectiveness and implement necessary follow-up actions.
- Job coaches should ensure emergency contact numbers are readily available and accessible to individuals and staff.

**6d Routine inspections ensure that environments are sanitary and hazard-free.**

- Job coaches shall ensure that the organization maintains records and reports of corrective actions taken from fire, safety, sanitation, and environmental inspections required by applicable laws and regulations.
- Job coaches shall assist in conducting internal inspections and establishing a system for reporting and responding to environmental hazards.
- Job coaches shall advocate for the timely correction of sanitation problems and safety concerns to maintain sanitary and hazard-free living and work environments.
- Job coaches should support ongoing monitoring to ensure that all environments remain compliant with safety and sanitation standards.

**Monitoring and Reporting:**

Job coaches play a critical role in ensuring compliance with Factor 6 through:

- Regularly reviewing and updating safety assessments and individualized emergency plans.
- Verifying that living and working environments remain sanitary and hazard-free, in line with organizational policies and applicable regulations.
- Advocating for continuous improvement in safety supports and physical environment modifications based on the evolving needs of individuals.

By adhering to these responsibilities, job coaches ensure that individuals with IDD live and work in safe, secure, and empowering environments that promote their health, independence, and overall well-being.



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## 2.7 Staff Resources and Supports

- **Indicators:**

- 7a The organization implements a system for staff recruitment and retention.
- 7b The organization implements an ongoing staff development program.
- 7c The support needs of individuals shape the hiring, training, and assignment of all staff.
- 7d The organization implements systems that promote continuity and consistency of direct support professionals.
- 7e The organization treats its employees with dignity, respect, and fairness.

### **Implementation:**

#### **7a The organization implements a system for staff recruitment and retention.**

- Job coaches shall ensure that the organization recruits and hires staff in accordance with all applicable laws and organizational requirements, including employment screening to minimize risk.
- Job coaches shall participate in the development of annual hiring plans, ensuring they are based on an analysis of turnover, availability of qualified candidates, and the support needs of individuals.
- Job coaches shall support initiatives to collaborate with schools and job placement services to ensure a sufficient supply of qualified candidates.
- Job coaches should advocate for employee satisfaction surveys and assist in analyzing results to identify trends and reasons for staff separation, contributing to the organization's retention strategies.
- Job coaches shall encourage individuals supported by the organization to participate in staff recruitment and retention programs as appropriate.

#### **7b The organization implements an ongoing staff development program.**

- Job coaches shall orient new employees to the organization's philosophy, vision, mission, goals, and practices, ensuring they understand their role in providing person-centered supports.
- Job coaches shall ensure that staff training includes adult learning principles, mentoring, on-the-job support, and personal development planning to enhance competency and career growth.
- Job coaches shall assist in identifying opportunities for continuing education and best practices, both within and outside the organization, to maintain and improve staff skills.

- Job coaches should advocate for an ongoing in-service training program, ensuring it reflects input from support staff, individuals supported, and internal/external findings.

**7c The support needs of individuals shape the hiring, training, and assignment of all staff.**

- Job coaches shall ensure that staffing decisions are driven by the specific needs of individuals, including the formation of a single team that includes the individual and others critical to providing support.
- Job coaches shall coordinate team activities and plans, providing support to team members as necessary to meet the goals outlined in individual plans.
- Job coaches shall monitor staffing levels to ensure there are sufficient professional and direct support staff to provide services and supports in accordance with individuals' person-centered plans.

**7d The organization implements systems that promote continuity and consistency of direct support professionals.**

- Job coaches shall ensure the organization has a sufficient staffing plan that addresses all funded positions and includes an effective on-duty schedule for staff at all levels.
- Job coaches shall advocate for systems that consider individual preferences and choices when assigning regular staff to provide support.
- Job coaches shall support systems for managing staff assignments to ensure continuity and consistency of services when regularly assigned staff are absent.
- Job coaches should recommend the use of data regarding absenteeism, overtime, and staffing patterns to improve consistency and reliability of staff assignments.
- Job coaches shall contribute to the development of emergency staffing plans that ensure safety and continuity of services during unforeseen circumstances.

**7e The organization treats its employees with dignity, respect, and fairness.**

- Job coaches shall ensure that staff are provided with personnel policies and procedures or a handbook outlining pay plans, benefits, due process procedures, and opportunities for continuing education.
- Job coaches shall monitor adherence to state and federal fair labor laws, ensuring personnel policies are compliant and equitable.
- Job coaches shall ensure staff receive job descriptions that clearly define duties and responsibilities, and they shall support performance evaluations during probationary periods and annually thereafter.
- Job coaches should encourage the development of an employee incentive program that includes tangible and intangible rewards important to staff, fostering a positive work environment.

## **Monitoring and Reporting:**

Job coaches play a vital role in supporting and maintaining high-quality staff resources and supports by:

- Regularly evaluating staff performance and competency through documented assessments and feedback.
- Advocating for continuous improvement in staff recruitment, training, and retention strategies.
- Ensuring that individuals supported by the organization have a voice in shaping staffing practices and decisions.
- Promoting a culture of fairness, respect, and dignity for all staff members.

By fulfilling these responsibilities, job coaches help ensure that individuals with IDD receive high-quality, consistent, and person-centered support from well-trained and valued staff, thereby enhancing overall service quality and outcomes.

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## **2.8 Positive Services and Supports**

- **Indicators:**
  - 8a People's individual plans lead to person-centered and person-directed services and supports.
  - 8b The organization provides continuous and consistent services and supports for each person.
  - 8c The organization provides positive behavioral supports to people.
  - 8d The organization treats people with psychoactive medications for mental health needs consistent with national standards of care.
  - 8e People are free from unnecessary, intrusive interventions.

### **Implementation:**

#### **8a People's individual plans lead to person-centered and person-directed services and supports.**

- Job coaches shall ensure that individuals achieve personal goals outlined in their person-centered plans. These plans shall be developed with chosen support teams, including both paid and natural supports.
- Job coaches shall support individuals in directing the development of their plans, ensuring setting options are identified and chosen by the individual.
- Job coaches shall incorporate assessments, evaluations, and screenings into person-centered plans, focusing on individual strengths, needs, and desired goals.

- Job coaches shall ensure person-centered plans are written in accessible, plain language and reviewed at least annually or as needed.
- Job coaches should support individuals and their teams in modifying plans as goals and objectives are realized or require adjustment.

**8b The organization provides continuous and consistent services and supports for each person.**

- Job coaches shall receive training in the skills and abilities required to implement person-centered plans effectively.
- Job coaches shall document services and supports provided in accordance with person-centered plans and organizational policies.
- Job coaches shall facilitate effective communication of important events impacting individuals between staff, team members, and others important to the individual.
- Job coaches should participate in systems that monitor the implementation of person-centered plans, including direct observation and data reliability assessments.

**8c The organization provides positive behavioral supports to people.**

- Job coaches shall implement behavioral supports developed by qualified professionals based on functional behavior assessments.
- Job coaches shall ensure behavior support plans include alternative communication and coping strategies and address environmental or physical issues contributing to behaviors.
- Job coaches shall implement behavioral supports only after completing competency-based training and with demonstrated proficiency.
- Job coaches should support policies and procedures that ensure rapid, effective, and appropriate responses to behavioral emergencies.

**8d The organization treats people with psychoactive medications for mental health needs consistent with national standards of care.**

- Job coaches shall ensure that psychoactive medications are used only for specific psychiatric diagnoses resulting from thorough evaluations by qualified professionals.
- Job coaches shall support monitoring of drug side effects using standardized tools, ensuring that individuals receive the fewest medications possible at the lowest effective dose.
- Job coaches shall advocate for regular reviews of psychotropic medications by licensed healthcare providers, ensuring adherence to national standards of care.

**8e People are free from unnecessary, intrusive interventions.**

- Job coaches shall ensure individuals receive only the behavioral and medical supports necessary to prevent harm, ensuring less restrictive options are tried first.
- Job coaches shall adhere to organizational policies prohibiting the use of corporal punishment, seclusion, forced exercise, denial of nutrition, and other intrusive interventions.
- Job coaches shall ensure intrusive or restrictive interventions are implemented only with informed consent and prior approval from the Human Rights Committee.
- Job coaches should monitor the use of emergency or unplanned behavior interventions and ensure team meetings are held if such interventions are used more than three times in six months.
- Job coaches shall support systems that prohibit the use of chemical restraints and integrate psychopharmacologic and behavioral supports into behavior support plans.

### **Monitoring and Reporting:**

Job coaches play a vital role in ensuring compliance with Factor 8 by:

- Regularly reviewing person-centered plans and behavioral supports to ensure alignment with individual goals and preferences.
- Monitoring the use of psychotropic medications and behavioral interventions for adherence to national standards and organizational policies.
- Advocating for continuous improvement in service delivery to ensure individuals are treated with dignity and respect and free from unnecessary, intrusive interventions.

By adhering to these responsibilities, job coaches help individuals with IDD receive person-centered, positive, and respectful services and supports, ensuring their well-being and personal growth.

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## **2.9 Continuity and Personal Security**

- **Indicators:**
  - 9a The organization’s mission, vision, and values promote attainment of personal outcomes.
  - 9b The organization implements sound fiscal practices.
  - 9c Business, administrative, and support functions promote personal outcomes.
  - 9d The cumulative record of personal information promotes continuity of services.

## **Implementation:**

### **9a The organization's mission, vision, and values promote attainment of personal outcomes.**

- Job coaches shall align their daily practices with the organization's mission, vision, and belief statements to promote individuals' personal outcomes.
- Job coaches should actively contribute to ensuring that organizational policies, procedures, and practices are oriented toward achieving personal outcomes for individuals.
- Job coaches shall facilitate collaboration between service entities and the community to promote personal outcomes, ensuring individuals have access to resources and support.
- Job coaches may encourage individuals to participate in developing the organization's philosophy, vision, mission, beliefs, policies, and daily routines.

### **9b The organization implements sound fiscal practices.**

- Job coaches shall comply with organizational procedures to assist individuals in managing their personal finances responsibly, ensuring clarity and understanding.
- Job coaches should promote strategies that ensure financial planning aligns with achieving personal outcomes.
- Job coaches may participate in conversations or decisions regarding budgeting to better support individuals in achieving their goals.

### **9c Business, administrative, and support functions promote personal outcomes.**

- Job coaches shall ensure that individuals have access to necessary supplies, materials, and equipment to implement their person-centered plans effectively.
- Job coaches shall confirm that nutritional food meeting dietary needs and preferences is available when coordinating workplace or living environments.
- Job coaches should report on the need for adaptive, therapeutic, and mobility devices to ensure individuals receive appropriate support.
- Job coaches may communicate any issues regarding timely maintenance or replacement of equipment and furnishings to ensure continuity of services.
- Job coaches shall facilitate communication between individuals, staff, and administrative personnel to promote consistency and continuity in services and supports.

### **9d The cumulative record of personal information promotes continuity of services.**

- Job coaches shall ensure that all personal information they document is complete, accurate, clear, and legible, promoting consistency and continuity in services and supports.
- Job coaches should maintain records of services and supports provided, including individuals' responses, to ensure the effectiveness of interventions.
- Job coaches may work with individuals to arrange records for easier access and understanding, allowing individuals and their representatives to review and contribute to their personal information.
- Job coaches shall respect individuals' decisions regarding the sharing of personal information, ensuring confidentiality and informed consent are maintained.

### **Monitoring and Reporting:**

Job coaches play a critical role in maintaining continuity and personal security by:

- Ensuring alignment between their practices and the organization's mission, vision, and values to support personal outcomes.
- Following sound fiscal practices that benefit individuals directly and indirectly.
- Ensuring timely communication of changes in services or supports to administrative staff and other relevant personnel.
- Maintaining and updating cumulative records to promote continuity and consistency in service delivery.

By adhering to these responsibilities, job coaches ensure that individuals experience continuity in their supports, fostering personal security and enabling them to achieve their goals in a safe and supportive environment.

## **2.10 Basic Assurances® System**

- **Indicators:**
  - 10a The organization monitors Basic Assurances®.
  - 10b A comprehensive plan describes the methods and procedures for monitoring Basic Assurances®.

### **Implementation:**

#### **10a The organization monitors Basic Assurances®.**

- **Policies and Procedures:**
  - Job coaches shall align their daily practices with the organization's policies and procedures designed to monitor the presence of Basic Assurances®.

- Job coaches should support individuals, families, and support staff in understanding and engaging with the Basic Assurances® monitoring process.
- Job coaches may contribute insights to leaders for the ongoing refinement and adaptation of monitoring procedures.
- **Leadership and Oversight:**
  - Job coaches shall support leaders by providing feedback from the field on the presence or absence of Basic Assurances®.
  - Job coaches should participate in structured discussions or evaluations that inform leadership about barriers or successes related to achieving Basic Assurances®.
- **Continuous Improvement:**
  - Job coaches shall focus on personal and organizational outcomes, emphasizing growth and development over individual staff performance.
  - Job coaches should support the organization's shift toward a continuous improvement and learning culture rather than reacting solely to identified problems.
- **Education and Engagement:**
  - Job coaches shall educate individuals and their families about Basic Assurances® and encourage their participation in the evaluation process.
  - Job coaches should engage individuals in discussions about how their personal outcomes are aligned with organizational objectives and Basic Assurances®.
  - Job coaches may assist families and support staff in collecting and analyzing data used for evaluation purposes.
- **Data Collection and Analysis:**
  - Job coaches shall document observations and collect data in compliance with organizational policies to ensure accurate evaluations of Basic Assurances®.
  - Job coaches should contribute to organizational reviews by offering insights from their interactions with individuals and families.
  - Job coaches may participate in sharing the results of evaluations with individuals, families, and staff, ensuring transparency and accountability.

**10b A comprehensive plan describes the methods and procedures for monitoring Basic Assurances®.**

- **Plan Development and Communication:**
  - Job coaches shall implement practices aligned with the comprehensive plan that defines methods for monitoring Basic Assurances®.
  - Job coaches should communicate findings from their observations to support organizational evaluations and modifications to the plan.
- **Functions and Activities:**
  - Job coaches shall ensure their responsibilities align with key organizational functions and activities related to Basic Assurances®.



- Job coaches should recognize and act upon important elements of Basic Assurances® functions and activities in their daily practices.
- **Data and Measurement:**
  - Job coaches shall collect data related to individuals' experiences and outcomes that indicate the presence or absence of Basic Assurances®.
  - Job coaches should ensure that data collection is accurate, reliable, and adheres to organizational guidelines.
- **Collaboration and Feedback:**
  - Job coaches shall contribute to feedback loops that involve satisfaction surveys, complaints, audits, and other regulatory reviews.
  - Job coaches should work collaboratively with other departments and teams to align their actions with the organization's priorities and goals for Basic Assurances®.

### **Monitoring and Reporting:**

Job coaches are essential to the effective monitoring and implementation of the Basic Assurances® system by:

- Educating and engaging individuals, families, and staff in understanding and evaluating Basic Assurances®.
- Collecting and documenting data to inform organizational reviews and decision-making processes.
- Contributing to the development and refinement of comprehensive plans that define methods for monitoring Basic Assurances®.

By ensuring these practices are in place, job coaches help the organization maintain high standards of service quality, promote personal outcomes for individuals, and foster a culture of continuous improvement and accountability.

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### **Conclusion**

This standard serves as a comprehensive guide for vocational rehabilitation job coaches for individuals with IDD (job coaches), ensuring that their practices reflect the principles of the **Council on Quality and Leadership's (CQL) Basic Assurances®**. By adhering to this standard, job coaches actively contribute to the delivery of person-centered, high-quality, and inclusive supported employment services, aligned with the mandatory requirements of the organization's accreditation by the CQL.

The implementation of this standard fosters a culture of continuous improvement, accountability, and excellence. It ensures compliance with the organization's policies and procedures, promoting the health, safety, dignity, and personal outcomes of individuals supported in competitive integrated employment.

Moreover, the application of this standard harmonizes the interests of all stakeholders, including individuals with IDD, employers, families, and the organization. It strengthens collaboration and shared responsibility in obtaining and maintaining competitive integrated employment for individuals with IDD, while ensuring that services are aligned with the **CQL Basic Assurances®** core quality factors, specific quality indicators, and probes (quality objectives).

This standard is a part of the broader effort by the **American Support Standards Institute (AMSI)** to advance support services through a cohesive lineup of standards, ensuring person-centered, inclusive, and evidence-based practices across the supported employment landscape.

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