



Clubhouse International

Creating Community: Changing the World of Mental Health

Accreditation Report Unlimited Solutions Clubhouse Bangor, Maine

April 26-28, 2017

Clubhouse International Faculty Team:

Paula Fisher, Crossroads Clubhouse

Paul Salvucci, Crossroads Clubhouse

**Clubhouse International
Accreditation Report**

**Part A
REPORT SUMMARY**



**Accreditation Outcome: Three year
Expiration: June 30, 2020**

Overall strengths:

Unlimited Solutions is fully committed to Clubhouse excellence and a full range of opportunities for its members. The Clubhouse has successfully addressed all of the recommendations from the prior Accreditation report, and is in a process of continuing quality improvement.

Unlimited Solutions is a warm, welcoming community.

Members and staff work side-by-side to complete the work of the Clubhouse.

There is a strong focus on employment, education, housing and recovery to foster members' growth.

The Clubhouse works with members in pursuing educational goals at local community education facilities and within the Clubhouse.

The space of the Clubhouse is very conducive to the work of the units.

The larger space of the Clubhouse is essential for the growth the Clubhouse is experiencing.

Unlimited Solutions has a strong relationship with its auspice agency and works hard to expand its presence in the community.

The Clubhouse has a strong Advisory Board, working to assist the Clubhouse with employment development, fundraising, and community awareness.

The report recommends:

- **We recommend that TE placements are drawn from a wider variety of job opportunities.**
- **We recommend that TE jobs are generally 12-20 hours per week.**

• **Clubhouse International
Accreditation Report**

Part B

**CLUBHOUSE INTERNATIONAL ACCREDITATION CHECKLIST
INTERNATIONAL STANDARDS FOR CLUBHOUSE PROGRAMS
2014 edition**

REPORT RECOMMENDATIONS AND SUGGESTIONS

- When “C” is checked, the Clubhouse is in consistent compliance with the Standard. Exceptional strengths are noted in Part A of this report.
- When “M” is checked, the Clubhouse is in general compliance with the Standard; however *Suggestions* will be made in Part C of this report to continue to strengthen this area of Clubhouse function.
- When “N” is checked, the Clubhouse is significantly out of compliance **with all or part of** the Standard and a *Recommendation and Suggestions* for improvement will appear in Part C of this report.

NOTE:

The International Standards are rich, complex and streamlined statements about Clubhouse practice and values. In some cases, several related issues are addressed within one Standard. The determination of 'C' 'M' or 'N' therefore is based on the degree to which the Clubhouse complies with the overall essential Clubhouse values identified in each Standard, according to the Faculty's understanding of Clubhouse best practice.

C=consistently

M=most of the time

N=needs improvement

	C	M	N
MEMBERSHIP			
1. Membership is voluntary and without time limits	X		
2. The Clubhouse has control over its acceptance of new members. Membership is open to anyone with a history of mental illness, unless that person poses a significant and current threat to the general safety of the Clubhouse community.	X		
3. Members choose the way they utilize the Clubhouse, and the staff with whom they work. There are no agreements, contracts, schedules, or rules intended to enforce participation of members.	X		
4. All members have equal access to every Clubhouse opportunity with no differentiation based on diagnosis or level of functioning.	X		
5. Members at their choice are involved in the writing of all records reflecting their participation in the Clubhouse. All such records are signed by both member and staff.	X		
6. Members have a right to immediate re-entry into the Clubhouse community after any length of absence, unless their return poses a threat to the Clubhouse community.	X		
7. The Clubhouse provides an effective reach out system to members who are not attending, becoming isolated in the community or hospitalized.	X		

***Notable strengths:**

Membership is truly voluntary and members are welcomed back after any length of time.
Membership is able to work with any unit and/or with any staff.

MEMBERSHIP RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations:

- *The prior Accreditation report recommended that there are no rules or stated expectations to enforce participation.*

The Clubhouse no longer uses any language that suggests enforced participation.

RELATIONSHIPS	C	M	N
8. All Clubhouse meetings are open to both members and staff. There are no formal member only meetings or formal staff only meetings where program decisions and member issues are discussed.	X		
9. Clubhouse staff are sufficient to engage the membership, yet few enough to make carrying out their responsibilities impossible without member involvement.	X		
10. Clubhouse staff have generalist roles. All staff share employment, housing, evening and weekend, holiday and unit responsibilities. Clubhouse staff do not divide their time between Clubhouse and other major work responsibilities that conflict with the unique nature of member/staff relationships.	X		
11. Responsibility for the operation of the Clubhouse lies with the members and staff and ultimately with the Clubhouse director. Central to this responsibility is the engagement of members and staff in all aspects of Clubhouse operation.	X		

***Notable strengths:**

Members and staff work side-by-side in the operation of the Clubhouse.

There is a sense of belonging and trust in member/member, member/staff and staff/staff relationships.

All staff, including the Director, are staff generalists.

RELATIONSHIPS RECOMMENDATIONS AND SUGGESTIONS**Actions taken on prior accreditation recommendations: N/A**

SPACE	C	M	N
12. The Clubhouse has its own identity, including its own name, mailing address and telephone number.	X		
13. The Clubhouse is located in its own physical space. It is separate from any mental health center or institutional settings, and is impermeable to other programs. The Clubhouse is designed to facilitate the work-ordered day and at the same time be attractive, adequate in size, and convey a sense of respect and dignity.	X		
14. All Clubhouse space is member and staff accessible. There are no staff only or member only spaces.	X		

***Notable strengths:**

The Clubhouse has its own identity and is located in its own physical space.

The new larger space has been designed to enhance accessibility and conveys a sense of dignity and respect.

SPACE RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations:

- The prior Accreditation report recommended that the Clubhouse is adequate in size.

Since the prior Accreditation visit, the Clubhouse has gone from 2300 to 7500 square feet. Planning of the new enlarged space was completed with both staff and members input.

WORK-ORDERED DAY	C	M	N
15. The work-ordered day engages members and staff together, side-by-side, in the running of the Clubhouse. The Clubhouse focuses on strengths, talents and abilities; therefore, the work-ordered day must not include medication clinics, day treatment or therapy programs within the Clubhouse.	X		
16. The work done in the Clubhouse is exclusively the work generated by the Clubhouse in the operation and enhancement of the Clubhouse community. No work for outside individuals or agencies, whether for pay or not, is acceptable work in the Clubhouse. Members are not paid for any Clubhouse work, nor are there any artificial reward systems.	X		
17. The Clubhouse is open at least five days a week. The work-ordered day parallels typical working hours.	X		
18. The Clubhouse is organized into one or more work units, each of which has sufficient staff, members and meaningful work to sustain a full and engaging work-ordered day. Unit meetings are held to foster relationships as well as to organize and plan the work of the day. USE THIS LINE FOR THE OVERALL CLUBHOUSE'S ADHERENCE TO THIS STANDARD.	X		
Use this line for unit 1 (Riverside Unit)	X		
Use this line for unit 2 (Streetside Unit)	X		
19. All work in the Clubhouse is designed to help members regain self-worth, purpose and confidence; it is not intended to be job specific training.	X		
20. Members have the opportunity to participate in all the work of the Clubhouse, including administration, research, enrollment and orientation, reach out, hiring, training and evaluation of staff, public relations, advocacy and evaluation of Clubhouse effectiveness.	X		

*Notable strengths:

The Clubhouse recently hired an additional staff to strengthen staff presence in both units. The Clubhouse does a good job at promoting members' self worth, purpose and confidence. Members participate in all aspects of Clubhouse operation. Member are encouraged to take leadership roles in all aspects of the Word Ordered Day.

WORK-ORDERED DAY RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

<p>EMPLOYMENT</p> <p><i>In order to provide sufficient employment opportunities for members, Clubhouse International Clubhouses should maintain a minimum of 50% of their average daily work-ordered day attendance (ADA-WOD) working on Standards-consistent jobs. At least 20% of the ADA-WOD should be working on Transitional Employment jobs.</i></p> <p><i>(Clubhouse International Employment Guidelines, 2012)</i></p>	C	M	N
<p>21. The Clubhouse enables its members to return to paid work through Transitional Employment, Supported Employment and Independent Employment; therefore, the Clubhouse does not provide employment to members through in-house businesses, segregated Clubhouse enterprises or sheltered workshops.</p>	X		
<p>Transitional Employment</p> <ul style="list-style-type: none"> <i>At least half of the Clubhouse's TE jobs should be 12-20 hours per week. * The remainder of the jobs should have hours that are as vocationally significant as possible, as consistent with earned income restrictions in each country/region.</i> <i>*Clubhouses in countries/regions in which working 12-20 per week would lead to major economic loss for members, should submit relevant documentation as part of their Clubhouse International Self-Study protocol.</i> <i>Active job development efforts made by the Clubhouse are considered in determining the Clubhouses adherence to benchmarks. Job development efforts are demonstrated through an assessment of detailed logs.</i> <i>The range of diversity of placements, the quality of placements and work sites, the level of pay, and all other issues that impact on the member's overall experience of the placement will be taken into consideration (as outlined in the International Standards for Clubhouse Programs, Standard 22).</i> <p><i>(Clubhouse International Employment Guidelines, 2012)</i></p>			
<p>22. The Clubhouse offers its own Transitional Employment program, which provides as a right of membership opportunities for members to work on job placements in the labor market. As a defining characteristic of a Clubhouse Transitional Employment program, the Clubhouse guarantees coverage on all placements during member absences. In addition the Transitional Employment program meets the following basic criteria.</p>	X		
<p>a. The desire to work is the single most important factor determining placement opportunity.</p>	X		
<p>b. Placement opportunities will continue to be available regardless of the level of success in previous placements.</p>	X		
<p>c. Members work at the employer's place of business.</p>	X		
<p>d. Members are paid the prevailing wage rate, but at least minimum wage, directly by the employer.</p>	X		
<p>e. Transitional Employment placements are drawn from a wide variety of job opportunities.</p>			X
<p>f. Transitional Employment placements are part-time and time-limited, generally 15 to 20 hours per week and from six to nine months in duration.</p>			X
<p>g. Selection and training of members on Transitional Employment is the responsibility of the Clubhouse, not the employer.</p>	X		

h. Clubhouse members and staff prepare reports on TE placements for all appropriate agencies dealing with members' benefits.	X		
i. Transitional Employment placements are managed by Clubhouse staff and members and not by TE specialists.	X		
j. There are no TE placements within the Clubhouse. Transitional Employment placements at an auspice agency must be off site from the Clubhouse and meet all of the above criteria.	X		

***Notable strengths:**

The Clubhouse has had several of its TE positions with the same employers since the Clubhouse started its TE program. Relationships between the Clubhouse and employers are strong. Relationships between Placement Managers and members working on TEs are very supportive.

TRANSITIONAL EMPLOYMENT RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations:

- *The prior Accreditation report recommended that the Clubhouse develop a year round Transitional Employment program that meets the needs and interests of the membership.*

At the time of our visit, all of the Clubhouse TE jobs were year round placements.

❖ *Standard # 22e*

Transitional Employment placements are drawn from a wide variety of job opportunities.

Current situation:

At the time of our visit, all of the TE jobs were either custodial, attendant, or kitchen related.

Recommendation:

We recommend that TE placements are drawn from a wider variety of job opportunities.

Suggestions:

- For future TE development, prioritize TE positions in office and/or retail environments.
- See Part C of this report for Clubhouse International Resource materials that address TE development practices.

❖ *Standard # 22f*

Transitional Employment placements are part-time and time-limited, generally 15 to 20 hours per week and from six to nine months in duration.

Current situation:

Of the nine TE jobs listed, only two are 12-20 hours per week. Most of the rest of the jobs do not have sufficient weekly hours to ensure that members can adequately develop the endurance needed for meaningful employment.

Recommendation:

We recommend that TE jobs are generally 12-20 hours per week.

Suggestions:

Prioritize the development of jobs with longer weekly hours. Jobs with fewer than six hours per week do not provide truly vocationally significant work experience for members.

<p>Supported and Independent Employment</p> <ul style="list-style-type: none"> • <i>The Clubhouse should demonstrate a substantial, organized effort to help members secure and sustain jobs without time limits.</i> • <i>At least 50% of the Clubhouse's SE/IE jobs should be 15 hours/week or more.</i> • <i>A minimum of 12.5% of ADA-WOD should have started SE/IE jobs in the prior 12 months (including jobs that the member no longer has), with at least half of these being 15 hours a week or more.</i> <p><i>(Clubhouse International Employment Guidelines, 2012)</i></p>			
<p>23. The Clubhouse offers its own Supported and Independent Employment programs to assist members to secure, sustain, and better their employment. As a defining characteristic of Clubhouse Supported Employment, the Clubhouse maintains a relationship with the working member and the employer. Members and staff in partnership determine the type, frequency and location of desired supports.</p>	X		
<p>24. Members who are working independently continue to have available all Clubhouse supports and opportunities including advocacy for entitlements, and assistance with housing, clinical, legal, financial and personal issues, as well as participation in evening and weekend programs.</p>	X		

***Notable strengths:**

Members working in the community receive strong support from staff and the Clubhouse. The weekly career building meetings and bi-monthly employment celebrations assist and support members in focusing on employment opportunities. The Clubhouse celebrates members who have obtained employment. Members receive daily support in exploring and finding new employment opportunities.

SUPPORTED/INDEPENDENT EMPLOYMENT RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

EDUCATION	C	M	N
<p>25. The Clubhouse assists members to reach their vocational and educational goals by helping them take advantage of educational opportunities in the community. When the Clubhouse also provides an in-house educational program, it significantly utilizes the teaching and tutoring skills of members.</p>	X		

***Notable strengths:**

Staff assist members, as needed, to explore educational opportunities in the community. The Clubhouse provides micro-scholarships to members pursuing their educational goals, utilizing funds received through Sydney Baer Foundation. The Clubhouse regularly celebrates members who are engaged in educational pursuits.

EDUCATION RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

FUNCTIONS OF THE HOUSE	C	M	N
26. The Clubhouse is located in an area where access to local transportation can be assured, both in terms of getting to and from the program and accessing TE opportunities. The Clubhouse provides or arranges for effective alternatives whenever access to public transportation is limited.	X		
27. Community support services are provided by members and staff of the Clubhouse. Community support activities are centered in the work unit structure of the Clubhouse. They include helping with entitlements, housing and advocacy, promoting healthy lifestyles, as well as assistance in accessing quality medical, psychological, pharmacological and substance abuse services in the community.	X		
28. The Clubhouse provides assistance, activities and opportunities designed to help members develop and maintain healthy lifestyles.	X		
29. The Clubhouse is committed to securing a range of choices of safe, decent and affordable housing including independent living opportunities for all members. The Clubhouse has access to opportunities that meet these criteria, or if unavailable, the Clubhouse develops its own housing program. Clubhouse housing programs meet the following basic criteria.	X		
a. Members and staff manage the program together.			
b. Members who live there do so by choice.			
c. Members choose the location of their housing and their roommates.			
d. Policies and procedures are developed in a manner consistent with the rest of the Clubhouse culture.			
e. The level of support increases or decreases in response to the changing needs of the member.			
f. Members and staff actively reach out to help members keep their housing, especially during periods of hospitalization.			
30. The Clubhouse conducts an objective evaluation of its effectiveness, including Clubhouse International Accreditation.	X		
31. The Clubhouse director, members, staff and other appropriate persons participate in a comprehensive two or three week training in the Clubhouse Model at a certified training base.	X		
32. The Clubhouse has recreational and social programs during evenings and on weekends. Holidays are celebrated on the actual day they are observed.	X		

***Notable strengths:**

Clubhouse staff and members actively assist in ensuring members have appropriate housing and housing needs met. Members and staff together work at creating and maintaining healthier lifestyles. The Clubhouse routinely sends members and staff to Comprehensive Clubhouse trainings. The Clubhouse celebrates all major holidays on the actual day they are observed.

FUNCTIONS OF THE HOUSE RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

FUNDING, GOVERNANCE AND ADMINISTRATION	C	M	N
33. The Clubhouse has an independent board of directors, or if it is affiliated with a sponsoring agency, has a separate advisory board comprised of individuals uniquely positioned to provide financial, legal, legislative, employment development, consumer and community support and advocacy for the Clubhouse.	X		
34. The Clubhouse develops and maintains its own budget, approved by the board or advisory board which provides input and recommendations prior to the beginning of the fiscal year and monitored routinely during the fiscal year.	X		
35. Staff salaries are competitive with comparable positions in the mental health field.	X		
36. The Clubhouse has the support of appropriate mental health authorities and all necessary licenses and accreditations. The Clubhouse collaborates with people and organizations that can increase its effectiveness in the broader community.	X		
37. The Clubhouse holds open forums and has procedures which enable members and staff to actively participate in decision making, generally by consensus, regarding governance, policy making, and the future direction and development of the Clubhouse.	X		

***Notable strengths:**

The Clubhouse has an Advisory Board that is comprised of individuals uniquely positioned to provide legal, employment, financial, and advocacy support for the Clubhouse.

The Clubhouse has a supportive relationship with its auspice agency, PCHC (Penobscot Community Health Care.)

The Clubhouse receives support from a variety of mental health resources in the community.

The Clubhouse holds regular House Meetings and encourages members and staff to participate in decision/policy making.

FUNDING, GOVERNANCE AND ADMINISTRATION RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

Part C

Clubhouse International Resource Materials

The information in this section is drawn from the Clubhouse International Faculty Resource Manual. This document is a compilation of papers and articles, Clubhouse International positions, Clubhouse International Download&Discuss articles, and current thinking about Clubhouse practice and philosophy. Much of the language has been drawn from accreditation reports that have relevance for the worldwide Clubhouse community.

This manual is continually evolving, with new entries being added and outdated ones being removed as necessary. A new edition of this manual is available on an annual basis.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

TE Development

Clubhouses need to develop and implement a strong T.E. development plan utilizing a wide variety of available resources. These include:

- Recruit current and potential employers for the Clubhouse (Advisory) Board.
- Utilize the (Advisory) Board for any contacts and information that can be helpful for TE development.
- Send staff and members to an Accredited Training Base for the T.E. track would be helpful in the development of this plan.
- Put together a presentation on Transitional Employment for Civic Clubs, church groups, and other community gatherings.
- Work with the local Chamber of Commerce to make contact with local employers.
- Prepare a brief presentation to the auspice agency Board of Directors and seek assistance from the auspice agency itself in terms of employment opportunities.
- Develop an ‘employer packet,’ and utilize a focused ‘employment’ Clubhouse newsletter to increase the Clubhouse’s exposure to potential T.E. employers.
- Develop a ‘marketing strategy’ to sell the Clubhouse and its Transitional Employment Program.
- Utilize ‘contact-based’ development at the highest possible level in target organizations.
- In TE development, focus on the fact that TE is a good business relationship for the employer, as well as an important contribution to society.
- Most Clubhouses have found that ‘cold call’ TE telephone solicitation as a development method has proven largely ineffective.
- A priority for the (Advisory) Board should be recruiting people with influential business contacts.
- Utilize the Massachusetts Clubhouse Coalition list of Employers to build a potential contact list.
- Get more members involved with TE development efforts. Train them to help with presentations, and include member testimonials in the TE information packets. This will help the employers to ‘put a face on’ the people they will be working with.
- Show that the Clubhouse TE program is global and effective. Add a Clubhouse International Directory to the current TE information packet. This portrays the Clubhouse movement an international effort; show examples of TE placements from a variety of Clubhouses around the world.
- Try and schedule ample time for TE presentations. A quality presentation can take over an hour. It can be a struggle to get an employer to listen for that long, but it is important to try to schedule the time needed to ‘sell’ the program and give details of the benefits of TE placements.
- Stress the benefits to the employer, such as constant coverage for the jobs; employer’s managers will not have to train employees for the placements; tax breaks; savings on not paying benefits for two part time employees sharing a full time job; etc.
- Look for group placements. They are generally fewer hours per week, but can still be beneficial for employers and members alike.
- Build relationships with potential employers. Stay in contact even if they say no to TE placements the first few times. Invite them to the Clubhouse for tours and lunch occasionally. Hold an Employer

Reception, not only to thank current employers, but also to invite potential employers to see what kind of recognition they can get.

- Write up some member stories focused on their employment and send them to the local newspaper. This kind of publicity can be inspiring to potential employers.
- We have learned that employers are most likely to agree to provide Transitional Employment jobs after they have had the opportunity to visit the Clubhouse. For that reason, we highly suggest that the Clubhouse develop an annual Employer's Reception, which would include both existing employers and prospective employers, as well as members, staff and (Advisory) Board members.
- Create promotional material, such as a small newsletter which includes members' employment stories, along with photos.
- Network with other Clubhouses with strong TE programs, for strategies and ideas. Invite groups from these Clubhouses to visit and provide a TE Forum, or send a group to visit them.
- Create opportunities for current and prospective employers to visit the Clubhouse. Some suggestions:
 - Invite prospective employers to a late afternoon reception, with refreshments, a tour, and meeting members to hear about employment.
 - Invite both prospective and current employers to regularly scheduled Employment Dinners, where they can hear members' stories about work, and see first hand how they can be part of members' success in employment and recovery.
- Provide a challenge to the (Advisory) Board members – to each invite at least one guest to an Employment Dinner during the year.
- Create excitement and energy within the Clubhouse with a visual reminder of the T.E. development goal, where each new T.E. moves the Clubhouse closer to its goal.
- Create an Employment Council, including existing (Advisory) Board members as well as others, perhaps including existing Clubhouse employers.

The Employment Council can create an agenda including:

- review job leads and needs
 - review and improve job development packets
 - research companies and target the top 10 for potential employment development
 - network to identify the highest point of contact within the targeted companies
 - plan an open house/informational evening for potential employers, as well former employers; canvas past employers to give written testimonials to include in information packet.
- We suggest the Clubhouse hold a weekly employment development meeting, much like the newsletter meeting. Develop a variety of job development strategies which could include mailing packets with reference letters obtained from current employers, mailing packets of information to a variety of businesses within a specific industry, and searching the internet for possible job leads and following up with a phone call to request a development meeting. Each unit can have a role in the process and interested members and staff can become more involved as it is decided in each meeting who is going to follow up with each lead or company. Maximize the connections and doors the (Advisory) Board can open by asking each member to provide one or two leads.
- Begin a research project as a Clubhouse to identify the emerging trends in entry-level jobs. The skill sets required to obtain entry-level jobs are changing rapidly. In order to keep up with these changes, the Clubhouse needs to have an understanding of what those changes are and then assess how the Clubhouse can be a resource for members to develop necessary skills to meet the new demands.
- Explore how employment and education within the Clubhouse can better complement each other. Education programs within the Clubhouse can be guided by the demands of the employment market as identified in the above research project. For example, data entry work is now in demand and may require

experience with software programs such as Excel and Word. To keep up with this skill set need, perhaps the Clubhouse could increase the number of in-house computer class opportunities available to members, and find more ways to connect members with computer class opportunities offered by local educational institutions. Incorporating work that requires these skills into the daily work of the Clubhouse will encourage members to use the skills in real work settings.

- Expand employment development efforts to encourage all units to participate. It may be helpful to set a bar that each unit will make a certain number of employment development contacts per month. When clear goals are expected to be reached there is a greater chance that the goals will be met.
 - While it is a very valuable experience for Clubhouses to have positions with large companies, there are great untapped opportunities in the smaller business communities, such as local shops, hotels, diners, hardware stores, etc.
 - Host monthly luncheons to introduce the general public to the Clubhouse. The luncheons can include testimonials from members, a tour of the Clubhouse, and a guest speaker from an outside organization. Both guest lists and guest speaker lists can be generated by identifying potential employers and business owners in the community.
-
- Continue the effort to educate the community by reaching outside the healthcare system to educate the larger community through the speaker's bureau. The speaker's bureau can be a mechanism for battling stigma. When members share their stories, they can include comments about the impact of Headway on their recovery. In addition, their message can include the need for employment opportunities in achieving their goals. Business persons and employers in the audience can be invited to be part of the recovery process by identifying job opportunities, joining the Advisory Board or helping with a fundraiser. Increase community presentations to include both staff and members; recruit and encourage members to join the speaker's bureau
 - A thank you note following any interview. For job fairs, include a second resume.
 - A photo in the corner of resumes, particularly for job fairs
 - Invite prospective TE employers to an existing TE site as a second step in development
 - Bring International Clubhouse Directories to an initial development meeting as evidence of the world Clubhouse movement
 - Job development when possible in male/female teams
 - Ask permission to fax a letter "describing what we would like to discuss" when first contacting employers
 - Include photos of members working in any TE presentation meeting
 - Have a plan for how you would like any meeting to progress
 - In development meetings, concede the obvious, predict success

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

Employment Development Committee

We suggest the Employment Development Committee create an agenda including but not limited to:

- Reviewing the purpose of the committee
- Reviewing job leads
- Assign and follow up with identified job leads
- Review and improve any job development materials
- Canvas past and present employers to request written testimonials to include in information packets
- Research local companies and businesses and target the top 10 for potential employment development
- Network to identify the highest point of contact within the target companies

- Plan an open house/informational evening for potential employers, as well as former employers