



SEMP and Business: When Roles Collide

Summary:

When an organization is both a Supported Employment (SEMP) provider and a commercial employer, job coaches and managers juggle conflicting priorities. While cost-efficient, this dual-role model often lets business goals override person-centered support, risking exploitation and burnout.

Highlights:

- **Dual Roles:** Coaches support and supervise; managers run both services and business; revenue comes from SEMF funding and contracts.
- **Conflicts:** Commercial model is productivity-driven; SEMF model is autonomy-focused—commercial priorities usually win.
- **Risks:** Exploitation of workers with IDD, weakened advocacy, coach burnout, reduced quality of person-centered practice.
- **Safeguards:** Separate duties, define boundaries, protect support roles, reinvest surpluses into training and genuine person-centered work.

Key Message:

Commercial pressure must never override dignity and autonomy in SEMF. Structural protections—not just policies—are essential.

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