

IO3 The Manual Inclusive Job Design

Introduction

IO3, the manual Inclusive Job Design is one of four Intellectual Outputs developed in the Work4All project. It is meant for VET providers on how to use the methodology of Inclusive Job Design to support companies in increasing their efficiency and, at the same time, in creating sustainable employment for people whose chances of competitive employment are limited, especially those that have a low level of education. The manual IO3 consists of the materials needed for the actions at employers.

The Work4all project

The Work4all project aims to enlarge the employment opportunities in the open labour market for VET students with a disability, by building up the capacity of those organisations providing employment services to them. This will be achieved through the implementation of the methodology of Inclusive Job Design and by building up specific competencies of VET providers (e.g., employment specialists) working with persons with disabilities.

An increasing group of persons have challenges to enter and participate at the open labour market. Especially persons with a disability and having qualifications on a lower level, face a future without realistic chances of participating in the society by finding appropriate employment fitting to their qualifications and competencies. Within a number of countries, these problems exist and it is therefore, in the Work4all project, service providers and educators to persons with a disability are looking for new strategies to create more chances in entering and participating in the labour market.

New strategy

The assumption is that a new strategy, of focussing on the employer and focussing on the added value for the employer will increase the opportunities for those students with a disability and those who have low formal qualifications. This requires a paradigm shift. This new strategy of creating jobs that benefits employers, is called Inclusive Job Design.

Inclusive Job Design is a comprehensive term for an employer-oriented method to create sustainable employment for persons with a disability whose chances of competitive employment are limited, especially for those who have a low level of qualification and limited competences. Based on the needs of an employer, the methodology implies the re-designing of the working processes by analysis of the work process, identifying the supportive tasks and re-distribution of tasks among employees: highly qualified staff will become more available for work for which they are competent and qualified.

The supportive tasks, for which highly qualified staff are 'over-qualified', will be combined into new jobs that are suitable for people with disabilities who can carry out the tasks in this new job. The aim of this method is to create a positive business case for the employer and in the same time to create inclusive employment opportunities for persons with a disability whose chances of competitive employment are limited.

Partnership

In the project nine partners work together: seven service providers for people with disabilities and two expert partners.

List of Project Partners		
Organisation	Country	Role
Stichting Rea College Pluryn	The Netherlands	Service provider
Frans Nijhuis Stichting	The Netherlands	Expert organisation
All About Quality Consultancy	The Netherlands	Expert organisation
Valakupiai Rehabilitation Centre	Lithuania	Service provider
Instituto Don Calabria	Italy	Service provider
Fundación Intras	Spain	Service provider
Santa Casa da Misericórdia do Porto	Portugal	Service provider
Promenaden Kongsvinger AS	Norway	Service provider
Dafür gem. GmbH	Austria	Service provider

Results and Intellectual Outputs

In the project we have:

- Developed and tested a curriculum for VET providers based on the Inclusive Job Design concept
- Created sustainable partnerships between VET Providers and Employers
- Increased the knowledge of Inclusive Job Design, Corporate Social Responsibility and Inclusive Employment strategies for students with a disability
- Increased the competences of the partners to apply the Inclusive Job Design-methodology
- Developed four intellectual outputs to support the implementation of Inclusive Job Design:
 1. **Self-Assessment Instrument** to identify strengths and issues for improvement that are the key factors for implementing Inclusive Job Design.
 2. **Curriculum for employment specialists** for implementing Inclusive Job Design methodology, including examples of best practice.
 3. **Manual for employment specialists with guidelines how to use the methodology of Inclusive Job Design for supporting companies to increase their efficiency and to create sustainable employment for students with a disability.**
 4. **Guidelines and recommendations for VET providers.** This is a study on feasibility of implementing Inclusive Job Design, on barriers and facilities in the countries of the partners.

The Manual Inclusive Job Design

This manual is developed while carrying out the following activities:

- The leading organisation introduces the methodology of Inclusive Job Design: how to analyse and how to create the business case
- The leading organisation will develop a first framework of 'guidelines for analysis and creating the business case'.
- The VET-providers will test the framework of guidelines in different phase: analysis and creating the business case.
- The leading organisation will develop a first draft of guidelines: to analyse the workplace, to create a job profile and to advise the employer about the business case.
- The VET-providers test the first draft of guidelines: apply the guidelines to analyse the workplace, to create a job profile and to advise the employer about the business case.
- The VET-providers, together with the leading organisation, will develop the final version of guidelines.

This manual IO₃ consists of the following materials

How to contact and network with employers This document consists of some examples how to contact and network with employers.	page 1
The technical process of Inclusive Job Design This document shows the flowchart of the technical process of IJD.	page 2
Exploring opportunities First meeting with employer inclusive Job Design This document contains information about what to do in the first meeting with an employer, when you 'explore the opportunities ': step 1 in flowchart.	page 3
Planning analysis Inclusive Job Design This document contains a sort of contract to be used when starting an analysis. It contains information about 'the assignment, the planning and a short text about IJD': step 2 – 4 in flowchart.	Page 5
Practical instructions for analysis This document supports you during your analysis. It supports you in what to do and how to do it: step 5 – 9 in flowchart.	Page 7
Compilation Checklist for Analysis Inclusive Job Design In this document you can put all information needed to draw conclusions: step 5 – 9 in flowchart.	Page 11
Headings and content of IJD report This document consists of the headings and some explanation what to write at each heading, needed for writing the draft report: step 8 in flowchart, and the Company Advice, including the business case, see step 10.	Page 16
Developing the Business Case Inclusive Job Design This document supports you in how to come to 'the business case': step 10 in flowchart ¹ .	Page 17
Extra materials Pitch Inclusive Job Design This document consists of some tips how to formulate a pitch and two examples of a pitch of IJD for inspiration.	Page 19

¹ For two steps in the flowchart supported documents are not needed. Step 11 is for the company to do and Step 12 is a general step, as in all placement processes.

How to contact and network with employers

Introduction

The methodology of Inclusive Job Design can be of interest for a large number of employers. Important is that employers know of the existence of the methodology. There are many strategies to contact and network with employers. See the list of examples as an inspiration to use when starting to think about networking and contacting employers to introduce them with the methodology of Inclusive Job Design.

Organise events

- Award for the 'best' employer
 - To get the employers to come to the service provider network
- Sport event
 - Meet and network peer to peer meeting
 - Best practices employer to employer
- Workshop with employers
 - To find out needs & problems to adapt the training programs and to innovate the services
 - Exchange best practices
- Face to face meetings with employers and clients
 - Speed dates

Individually based activities

- Face to face meetings with employers
 - Learn to know each other
 - See for the quick win
- Contact the public employment center
 - Build good relationships
- Contact employers for internships
 - One by one meetings

Join existing events

- Chamber of commerce meeting
 - Meet and network
- Job fairs
 - To meet and network
- Sector meetings
 - Needs assessment

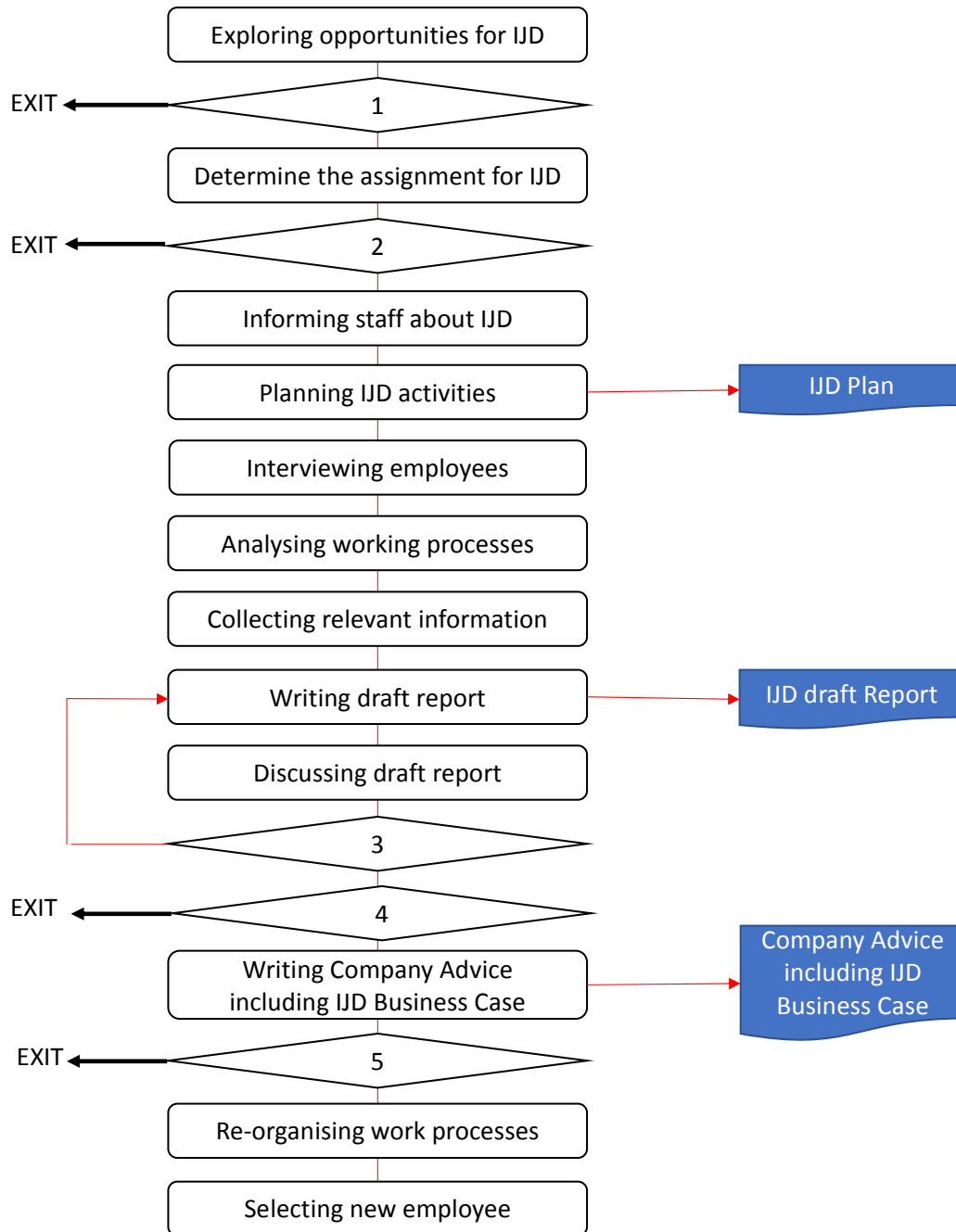
Ensure a clear overview of your activities

- Use a Customer Relationship Management (CRM) system
- Database of companies
 - Based on network of the staff

Tip

- *Work with loyal companies and consultants*
- *It is not only about finding new companies, also very important is to keep in touch with the companies you already know and work with. Follow-up and relation management.*

The technical process of Inclusive Job Design



- 1: Does IJD methodology contribute to solve a problem of the company?
- 2: Do both parties agree with the formulated assignment?
- 3: Does the management propose adjustments?
- 4: Does the draft report give confidence for continuation?
- 5: Does the company give 'green light' for re-organising work processes and employing employee?

Exploring opportunities Inclusive Job Design

First meeting with employer

Introduction

You will have an initial exploratory conversation with an employer in which you explore the possibilities of designing jobs from a 'business value creation perspective' for people with a distance to the labour market. You will have this interview with someone who has a good overview of the company and, if possible, someone with decision-making authority over budgets and jobs.

The purpose of the conversation is threefold:

- To find out to what extent there are administrative, logistic and/or organisational supportive tasks within the company that are now carried out by higher or more experienced personnel.
- A first overall picture of the possibility of a positive value creation for the employer, if the work is re-arranged
- Agree on follow-up steps

Preparation

To prepare yourself for this meeting, find information about the company.

- Check if one of the indicators for possible success is mentioned in the information you can find: think of shortage of personnel, vacancies, high average age, subject to quota system.
- Check whether the company has 'regulations' necessary to know when visiting: specific clothing or footwear, identity card, dress code or specific dialect or 'being from the area'.

The meeting

The meeting should take one hour at the most. After the introductory time, you may start with the conversation about possible chances for Inclusive Job Design. Keep alert on the time during the conversation.

The following questions can be seen as a guide:

General, for information

- What does the company/department do?
- What are the core tasks of the department in general?

Are there possibilities for Inclusive Job Design?

- What do your employees do during the day and week?
- Are there tasks that your employees perform that are below their educational level? Look for supportive administrative, logistic and/or organisational tasks that do not require extensive education or training.

Is there a business case when making use of the methodology of Inclusive Job Design?

- Are your employees distracted from the main tasks they have to perform?
- Are there tasks that are piling up or that are difficult or impossible for your employees to perform?
- Do your employees spend a lot of time doing things that prevent them from getting to their 'actual' work?
- Do you anticipate a shortage of highly qualified or specialised personnel?
- Do you expect your employees to be happy when some of the 'supportive' tasks would be removed from their work package?
- Do you expect that removing these tasks would allow them to perform their main tasks better, faster or more efficiently?

Additional questions for determining the business case

- Is there any overtime and if so, how much?
- Do you work with temporary workers?
- Are there other reasons why rearranging tasks could be interesting for your organization?
- Are any employees leaving, retired?

Tips in general for this meeting

- *It could be that this first conversation has an explorative character. If the decision maker is interested, an extra conversation might be needed to come to more concrete agreements. Sometimes you need to present to 'a board' or a group of managers. When after three visits nothing happens, reconsider starting in this company.*
- *Maybe aspects like Inclusive Employment, Corporate Social Responsibility can be triggers for the company to undertake action, find out yourself!*
- *If possible, ask for a tour in the company, it provides you with a first impression where chances are and gives you a first insight of the culture of the company*
- *Make clear that Inclusive Job Design is not a matter of losing jobs or fire somebody*
- *Clarify that you do not come with solutions but you are there to help them*
- *Understand the supervisor's style in order to decide how to describe Inclusive Job Design and what you may offer*
- *Ensure you have a 'pitch' about Inclusive Job Design*
- *Ensure you have a clear message about 'who is your target group'*
- *Discuss the role of the unions, do they need to be involved, how will they be involved?*
- *Remember, you are the Inclusive Job Designer, you facilitate the process by analysing and providing the company with information: activities to convince others are the responsibility of the company*

At the end of this meeting, clearly summarise the content of the meeting and how to continue. Be objective in combining the 'needs' of the company with the possibilities of Inclusive Job Design. Check with the employer your summary.

The agreements on follow-up steps are often focused on:

- Choosing a department: one that 'is the reason for investigating the possibilities' and is in any case 'open' for investigating the possibilities
- A second orientation meeting at departmental level
- Providing more information about what Inclusive Job Design entails
- The activities that will take place in relation to the analysis of Inclusive Job Design, see planning

Tips

- *Choose interview times that minimize disruption of the work of the employees*
- *Always plan observations after the interviews*

Planning Analysis Inclusive Job Design

Introduction

When having permission of the decision maker within a company to carry out an analysis on Inclusive Job Design, meetings, interviews and observations need to be planned. This document includes this planning schedule, see next page. It also includes two other important parts of the technical process of Inclusive Job Design, the formulation of the assignment and a short description of Inclusive Job Design to be used to inform staff. Altogether, this can be a document to be signed by the decision maker of the company.

Short description of Inclusive Job Design

Inclusive Job Design is a comprehensive term for an employer-oriented method to create sustainable jobs for people whose chances of competitive employment are limited, especially those that have a low level of education.

Inclusive Job Design is based on the needs and demands of the employer. The starting point of IJD is to create a positive business case for the employer and in the same time become more inclusive. The socially innovative method of Inclusive Job Design implies the re-designing of work processes and the splitting of tasks allowing highly qualified staff to be more available for work for which they are trained. And in the same time, tasks for which they are too high educated, will be combined into functions that are suitable for people with disabilities who are now outside the labour market: regular and lasting functions that will be part of the company.

The assignment

Name of the company has given the assignment to investigate the possibilities for the implementation of Inclusive Job Design. This analysis focuses on the question whether it is possible, within departments and possibly across parts of the organisation, to reorganise supportive tasks with the aim of creating an added value for the company. The supportive tasks will be compiled into one or more new jobs that match with the competencies and knowledge of people whose chances of competitive employment are limited, especially those that have a low level of education.

Name of the company has chosen to carry out this analysis because **here reason for carrying out the analysis, can also be several reasons. Examples of reasons may be more effective use of expertise of current personnel, Corporate Social Responsibility, expected labour market problems, lack of filling in vacancies. Make sure that the words of the decision maker come back clearly.**

The central question in this analysis is **here the central question, always include the question 'What are the costs and the benefits when'..... use text as: re-arranging work, or implementing Inclusive Job Design.**

Note

The data gathered during the interviews and observations are confidential and will only be disseminated when there is a written agreement with the contractor.

Planning

To carry out the analysis, the following activities are planned:

Activity	Names	Dates	Time
First meeting with supervisor	12 - 05 - 2020	10.15 - 11.15
Interviews with employees	14 - 05 - 2020	09.00 - 09.20
	14 - 05 - 2020	09.25 - 09.45
	14 - 05 - 2020	10.00 - 10.20
	14 - 05 - 2020	10.25 - 10.45
Observations	Department	17 - 05 - 2020	09.00 - 12.00 13.00 - 17.00
Second meeting with supervisor	28 - 05 - 2020	16.00 - 17.00
First draft of report		10 - 06 - 2020	
Discussing first draft of report with supervisor and	17 - 06 - 2020	12.00 - 13.00
Final version of the company report		24 - 06 - 2020	

For agreement

On behalf of:

On behalf of your organisation

Name:

Name:

Place & Date:

Place & Date:

Practical Instructions Analysis Inclusive Job Design

Introduction

You have found that employer that is interested, you have their commitment to start doing the analysis; from now on we call this employer 'the contractor'. You have determined the assignment for IJD, staff will be informed and you have planned the activities needed for IJD; all in accordance with the contractor. Now you can start interviewing and observing. This guideline provides you with the support and information needed to carry out the interviews, to observe and how to write the draft report.

Preparation for the first meeting

Once there is a 'go' from the company to find out the possibilities for Inclusive Job Design, there are a number of steps you have to follow in order to gather information and be able to draw your conclusions.

You start with an interview with the supervisor, then you have short interviews with employees, and you make observations. Everyone in the company who is or will be involved in the analysis should know about it and provided with relevant information.

- Check one or two days before you go to the company whether they expect you and whether staff is informed about your visit. Also check what message has been sent to participating employees and supervisors.

Companies may have 'regulations' necessary to know when visiting. It could be regulations around specific clothing or footwear, or it could be the need of an identity card. It could also be 'culture' aspects, like dress codes or specific dialects or 'being from the area'. Important is to create the connection between the culture of the company and your visit.

- Check specific regulations or cultural aspects before visiting.

In your plan you have an overview of the different roles and functions you are going to interview. It helps when you have a description of their jobs. You might prepare yourself by looking at the job descriptions, to know what the interviewees do and to know what belongs to their core activities.

- Ask to provide the job descriptions of the functions in the department if available.

When interviewing, it is needed to make use of the compilation checklist. It is in this list that all essential elements for Inclusive Job Design will be compiled and form the basis for the feedback and the company advice. Part of this checklist can already be completed beforehand. Like for instance number of staff and working hours. You might contact the contractor via email or phone to gather this information. Part of it needs to be completed during or soon after the interviews and observations.

- Complete the checklist as much as possible beforehand
- Make sure you have the checklist with you
- Check after every interview whether you have all information needed

First meeting with supervisor, maximum of one hour

The interview with the supervisor has three goals. On the one hand, it is important to gain the trust of the supervisor and on the other hand it is necessary to gather relevant information of the supervisor concerning the chances for Inclusive Job Design. Finally, it is also important to tune earlier agreements.

- In this meeting, a first step is to check the appointments that are made about the guided tour, observation moments, communication elements and interviews. It is important to tune the existing expectations.
- Then focus the conversation on the ins and outs of the department.
- To maximize the gathering of information that may be relevant, it is important to stimulate the supervisor to explain the work at the department, what is going fine, what could be improved? Start open and continue during the conversation to narrow down on those topics relevant for Inclusive Job Design.

Questions to be used in this interview to find out the possibilities for Inclusive Job Design:

- Is there any work that always 'stays', nobody has/finds the time to do it?
- Is there overtime? If so, how much, how often?
- What tasks might need more attention?
- Do you work with temporary employment agencies? Structural or incidental, rate of satisfaction?

And,

- Is it that employees are derived from the main tasks they have to perform?
- Are there any tasks that accumulate, where employees hardly find time to carry them out?
- Are employees concerned with tasks below their education level?
- Are there any services your department would like to offer, that are not offered now?
- Are there tasks carried out where support or help would be of an advance for your employees?
- How would you describe the wellbeing of your department? Is there any work pressure?
- If your employees were asked to take out three tasks from their work package, with the aim of increasing the speed, efficiency and quality of their main tasks, what tasks would they take out?

And, last but not least,

- ☒ What does it mean for the work of the current employees, when some of their tasks are given to somebody else?
- ☒ What would be the benefit for them, for the department and for the organisation?

Tip

- Check disability awareness, disability friendliness

Interviews with employees, 15 – 30 minutes per employee

The conversations with employees at the department should be short in time and should minimise disruptions in the work. When talking to the employees of the department, the same subjects discussed with the supervisor can be used, now on a micro level focussing on the interviewee.

Make sure to get a clear view whether they carry out administrative, organisational or logistic tasks below their education level. And, find out whether they ever think "if I do not have to carry out this task, I could spend more time to do tasks that are part of my core activities". Also, ask the employees about tasks below their education level that they would like to avoid and that the ones that they wouldn't not agree to hand over.

Tips

- When organising the appointments, be aware of the time the interviews take
- Interview employees while working: you can observe at the same time
- Be prepared for the question: Why are we interviewed? Answer in terms agreed upon with the DMU and you.
- Let the employee chose the best time for the interview in order to minimize the disruption

Conversations with other relevant people involved

Apart from the supervisor, there might be other persons in the company that could be of importance to talk to get a better view of the possibilities for Inclusive Job Design. This is already discussed in the first conversation with the employer. Think about persons from an HR department and/or somebody from the works council. It might be that not all questions are of relevance in each conversation; this you will find out during the conversation.

Observations

The main goal of the observations is to find out whether there are tasks that meet the possibilities of the target group.

Write down in the compilation checklist, in the observation table all the tasks you observe. Put into the upper site of the column the job title of the employee who performs the tasks and write down the time it takes to carry out a particular task, as well as the frequency with which it occurs during the day. Sometimes tasks differ in time, take an average. Sometimes tasks occur only once a week, once a month. Inform about these tasks. If these tasks are extensive in time, include them in your list. They might be potential tasks for the possible newly designed job.

Having this list of tasks carried out daily, and where needed weekly or monthly, is important information because it provides you with information how much time comes 'free' when somebody else carries out part of the described tasks. Its size determines whether there are opportunities to place people from the target population.

The completed matrix shows whether there are tasks that match the target group and also it makes clear what remains for the different existing jobs/functions when these tasks would be taken out and be part of a new job. It provides you with a first view whether there are opportunities, and if so, where these opportunities lie and what this could mean for the existing staff.

Please use the last column 'Circumstances possibly of influence' to describe elements that could influence the possibilities of the candidates to perform the task: risk factors. Think of elements like:

- The complexity of the work
- The level of independence in carrying out the work
- The degree of social functioning
- Working with deadlines and production peaks
- Operational speed
- The extent to which frequent failures or interruptions occur
- The physical demands of the work

In the column 'Supportive Tasks' put a tick into the tasks that can be taken out because they do not require extensive education or training.

In the column 'Easy to remove' put a tick into the tasks that can be removed without causing discontinuity with respect to the core work processes.

Second meeting with supervisor

After having done the interviews and the observations and after having completed the compilation checklist, you have a second meeting with the supervisor. For this meeting, you have written a draft report. See 'Headings and content of IJD report'.

A first aim of this meeting is to check whether the information gathered, tune with the view of the supervisor. A second aim is to 'guide' the supervisor in this new way of thinking: thinking in re-arranging tasks and create new profiles on the level of assisting and supporting jobs in order to create chances for people with a distance to the labour market. In fact, this means guiding the supervisor in Inclusive Job Design. When including the supervisor into this brainstorm, you create ownership, which is important for the decision-making process.

One more thing, it could be strategic that more people of the company will join this meeting, for instance HR or the decision maker of the company. You may always suggest this to the supervisor while carrying out the analysis; it can enhance the decision-making process.

In the first part of this meeting, the following topics will pass the review:

- General remarks about the findings, focussing on IJD
- Check of the list of tasks: is this conform the perception of the supervisor?
- Check of the list of tasks considered as being 'possible to carry out by somebody else, less qualified': is this conform the perception of the supervisor?
- Brainstorm about the 'hours 'made free' at the qualified employees: what are they going to do in this time?
- Brainstorm about the 'business case': what does it bring the employees when being able to do other things, more matching their core tasks, what does it bring the department and what does it bring the company?

In the second part, it is time for conclusions:

- Conclusion about the reality of the possibilities of implementing the newly created division of tasks.
- Conclusion to end this analysis, or ...
- Conclusion about the tasks that would be part of a new job and the profile for this new job description.
- Conclusion about the expected benefits for the current personnel, the department and the company when having this newly created division of tasks
- Check what extra information is needed to complete the compilation checklist and to write the Company Advice

The meeting ends with making appointments about the writing and deliverance of the Company Advice, including the business case.

Tips

- Sometimes you will hear and observe 'things'. This could be anything, like an employee being very enthusiastic about guiding a new employee with a distance to the labour market, or seeing a dirty room and knowing the company has an external cleaning service, or In any case, think whether this could be of relevance for the implementation of Inclusive Job Design. If yes, then write it down objectively as an extra topic of attention for feed back
- Information about possibilities comes partly from the job profiles of the current personnel. In most cases, in job profiles only the main tasks are described and much of the 'simple' tasks are not mentioned. So, taking them out of the function does not make any difference for the job profile. Use the example of printing papers, which is by large chance part of your own job but probably not recognisable in the description of your job. It is important to have the different job profiles of all currently involved jobs.
- It could be of use to have a map of the department. Especially when logistics are part of the tasks of current personnel, it is important to know whether these logistic tasks take a lot of time of the higher educated personnel.
- Choose activities that you estimate that this can be achieved without disruption to the existing workflows of the current employees.

New job

Describe the chosen tasks, create the profile by competencies, knowledge and attitude, and indicate how many hours per week the job will take when carried out by your target group.

Tips

- Keep in mind your clients when designing the new job
- Involve the current personnel as regards the characteristics of the candidates you will propose

Compilation & Checklist Inclusive Job Design

All relevant information can be compiled in a number of tables, which makes it easier to formulate conclusions about the possibilities in the company concerning Inclusive Job Design.

Preparation	
Gather this information beforehand, if possible. Contact your contact person	
Name and description of the company	
Name and description of the department to be scanned	
Number of employees	
Working times of relevant part of the company	
Main work processes of relevant part of company / department	
Other	

First meeting with supervisor. Date:		
In the meeting with the supervisor the following elements should be described		
Main work processes of department		
General aspects mentioned by supervisor		
Check and tune appointments		
Role of the union		
Check availability of:	Map	
	Job profiles	
	Yearly company report	
	Long term planning of company	
	Other relevant reports (projects, change plans, etc.)	
Check and make agreements around data security, confidentiality, Special agreements, ethic code, etc.:		

First meeting with supervisor. Date: Checklist indicators possibly of relevance for Inclusive Job Design In the conversation with the supervisor , a list of indicators should be used in order to find out about the possibilities for Inclusive Job Design. Complete this form to gather that information.	
Indicator	Extent / Remarks
Tasks that remain undone	
Working overtime	
Core tasks that need more attention	
Temporary workers	
Tasks that 'intervene' while performing main tasks	
Tasks that accumulate, hardly time to carry out	
Tasks below education and experience level of employee	
Tasks that could be offered, not done now	
Work where 'extra hands' would be of an advance	
Tasks that personnel would be happy if somebody else takes over, since it improves their work	
The supervisor's impression of well- being , work pressure	
Specific demands: security, education level, safety issues.	
If re-arranging the work would be possible, what is the supervisor's impression of the possibilities of some needed guidance?	

Interviews employees	
Interviews employees. Job title: Date:.....	
Checklist indicators possibly of relevance for Inclusive Job Design	
In the conversation with the employees of the department , a list of indicators should be used in order to find out about the possibilities for Inclusive Job Design. Complete this form to gather that information.	
Indicator	Extent / Remarks
Tasks that remain undone	
Working overtime	
Tasks that need more attention	
Tasks that 'intervene' while performing main tasks	
Tasks that accumulate, hardly time to carry out	
Tasks below education and experience level of employee	
Tasks that could be offered, not done now	
Work where 'extra hands' would be of an advance	
Tasks that you would be happy if somebody else takes over, since it improves their work	
What would be the benefit, the gain for you, the department and the company?	
Impression of well- being , work pressure	
How would possible guidance be arranged? Would you be interested, someone you recommend?	

When observing at the department, eyes should be focussed on possible tasks for your target group. In most cases, look for supportive tasks: administrative, logistic and/or organisational tasks that are repetitive and can be taken out of the main work processes. In order to do so, the following form can be completed.

In the rows, write down all the tasks of the current personnel. For each task, it should be clear who (job title) is carrying out the task at the moment, how much time it costs, the frequency and total time and whether or not it is considered to be 'a supportive' task. Include as many rows as needed.

Also, it is useful to mention any circumstances that can be of risk for the target group. Think of some essential elements to take into account when designing a sustainable job: level of independency, social skills, deadlines & peaks, working speed, frequency of disturbances, unpredictable elements, physical strength.

Observations									
Task	Job title 1	Job title 2	Job title 3	Time in minutes per task	Frequency per day*	Total time in minutes per day*	Supportive task	Easy to remove	Circumstances possibly of influence

* Tasks can occur on a week basis, or monthly. Write the occurrence in this column.

* Tasks can occur on a week basis, or monthly. Write the total time in this column.

Other observations:

While observing the tasks that are carried out, it is possible to identify other relevant aspects that could be of influence. There is no list of relevant aspects; it is for the observer to decide the relevance for the chances for Inclusive Job Design.

Feed back to super visor After finishing the forms, it is expected that you have a better view on the possibilities for Inclusive Job Design. In your second conversation with the supervisor, you discuss this view. Use this form for preparation.	
Before meeting: Topics of attention for feed back	
<i>General remarks about the findings, focussing on IJD</i>	
<i>Check tasks: is this conform the perception of the supervisor?</i>	
<i>Check tasks considered as being 'possible to carry out by somebody else, less qualified': is this conform the perception of the supervisor?</i>	
<i>Brainstorm about the 'hours 'made free' at the qualified employees: what are they going to do in this time?</i>	
<i>What would be the benefit, the gain for the department and the company?</i>	
<i>Brainstorm about the 'business case': The possible costs and possible benefits</i>	
<i>Conclusion about the reality of the possibilities of implementing the newly created division of tasks.</i>	
<i>Conclusion about the first concept of tasks that would be part of a new job and the profile for this new job description.</i>	
<i>Conclusion about a first estimation of the expected benefits</i>	
<i>Check what extra information is needed to complete the compilation checklist</i>	
Other topics of attention:	

Headings Report Inclusive Job Design

These headings can be used in the draft report and in the Company Advice. Please be alert to change the name from 'draft report' into 'Company Advice'.

Introduction

Write here information about the motivation of the employer to carry out the analysis. Make sure to use the words of the employer.

Inclusive Job Design

Describe in short the methodology of Inclusive Job Design

Context

Write here relevant information about elements in the context that could be of influence on the performance of the analysis or the possible implementation. Think of merges, shortage of personnel, future changes, etc.

Short description of the company and the department

Write about type or organisation, extent, vision, mission, type of work, production, etc. Write about the department, what do they do, who is working in the department.

Work processes and main tasks

Describe the work processes; make a division into main work processes and supportive work processes. Be 'general', not too specific. In an attachment you write more specifically if it is important to be more specific.

Possibilities for Inclusive Job Design

Start with formulating the questions. Describe here what answers on what questions you were looking for, based on the motives of the employer. Make sure to use the words of the interviewees.

Findings based on interviews, tour and observations

Describe in bullet points your findings. Come up with the indicators of the expected results after inclusive job design is implemented. Be aware of the language; it should be language that meets the common language of the employer. Focus on findings that are only of relevance for the employer.

Complementary observations and information

Describe here other aspects that are relevant to mention, and related to the placement of persons from your target group. Describe also aspects of national legislation that could be of influence.

Conclusion

Write your conclusion, start with describing the possibilities for Inclusive Job Design, and do not forget to refer to the motivation of the employer. If there are possibilities, describe the change in the work packages for the current employees and some details of the designed job.

Business Case

Describe the possible benefits and costs. As much as possible in €'s, other benefits and costs in text.

Job profile

Describe the job profile of the newly designed job

Information source

Describe all sources of information used to write this report.

Developing Company Advice & business case

Introduction

When investigating the possibilities for Inclusive Job Design, the employer perspective is central. This means that in all cases, we must look at what the employer will gain if the work is re-arranged. This is where the business cases starts²: 'What is going on in the company and into what extent can the company benefit of making use of the methodology of Inclusive Job Design?'

Then the analysis take place and there is suitable information to discuss the impact of re-arranging the work of the current employees and designing a new job for new employees with a distance to the labour market. The next activity is to calculate the costs and the benefits of implementing the Inclusive Job Design. The calculation consists of a conversation with the supervisor, where you discuss the results and possible benefits. It can be part of the second meeting with the supervisor; when you discuss the results and the costs and benefits are very clear. Or it can be after you had your second meeting with the supervisor; where you need more time and/or information to calculate the costs and the benefits.

The starting point of this conversation is:

- We know what is going on?
- We know what the analysis show
- We know which tasks can be taken out of the current work package of the personnel

The first topic to discuss: 'What benefits do you expect?'

Questions to be discussed can be:

- *Who does the work now?*
- *What will this employee do when he/she no longer has to carry out this work?*
- *What is the benefit to the person if he/she no longer does it and someone else does it?*
- *What is the benefit for the department, for the company if the work is re-arranged?*

The supervisor indicates which direct and indirect benefits or advantages are possible when re-arranging the work. Examples of **direct benefits** include savings in the area of labour costs, temporary work and overtime or improvements in the area of productivity, quality and work pressure. **Indirect benefits** may include the effects on employees, such as greater employee satisfaction or motivation.

Together with the supervisor, you try to translate the benefits as much as possible into financial benefits. Direct benefits are usually very easy to express in money. Indirect benefits need often more 'steps' to to translate financially. An option is to formulate clear indicators to be measured after implementation. For instance, employee satisfaction might lead to less sickness absence or less mobility, then it can be seen in the figures after one year.

Ask open questions until the indicators of the expected results are revealed.

The second topic to discuss: 'What costs can be expected?'

Questions to be discussed can be:

- *What will be the work package of the new employee with a distance to the labour market?*
- *What will be the number of working hours for the new employee?*
- *What will be the costs of hiring the new employee?*
 - o *In salary*
 - o *In guidance*
 - o *In adaptations*

² See also: Seven steps of the business case'.

Your proposal does not only bring benefits, but also the employee's wage costs in the newly created position. The government provides various wage subsidies for employers who hire people from disadvantaged groups. These can be included in the calculation of the wage costs.

The most important **risk factors** are the limitations or characteristics of employees with a large distance to the labour market itself, for instance a need for extra familiarisation time, training or guidance.

A better understanding of the risks leads to better opportunities to respond to them, for example offering instruments or support to limit the risks. Examples are job coaching, work experience placements and other forms of workplace learning. Often the employer can benefit from (partial) compensation for the use of these instruments and support. After describing and quantifying the costs and benefits of your proposal, you do the same for the risks and indicate how you want to limit these risks.

Comparing the costs and benefits: how is it now and how will it be?

Finally, a calculation will show whether the benefits of the implementation of Inclusive Job Design outweigh the costs and risks. For the supervisor and/or the decision maker, it is the moment to decide whether to continue and start the next processes: hiring a person and preparing the department. The more the costs and benefits can be expressed in figures, the more concrete the picture becomes of the difference between now and in the future, which helps in the decision-making process. This is why both situations should be described: the **current situation** and the **future situation**, if Inclusive Job Design is implemented.

Depending on the situation, the changes have to do with different things:

- Reduced number of hours spent by the staff currently performing the work
- Reduced use of hired personnel via temporary employment agencies or interim agencies
- A reduced number of overtime hours
- Increased productivity
- A higher well-being
- Reduced workload
- A new range of products or services
- An addition of hours of personnel who will perform the work
- Accompanying costs for new staff: in hours of internal assistance

The once mentioned above are the most common ones. Discuss these aspects with the supervisor to find out whether these aspects are part of the business case or whether other aspects play a role. Also discuss the opportunities in the long term, if there are no possibilities at the short term. It is important to identify indicators (examples ...) with the company in order to make a follow up of the process and to show results.

Set up a table, with on the left side the current situation and on the right side the future situation. Put in all costs and benefits now and in the new situation. The amounts you fill in for the current and the new situation should be based as much as possible on figures. The costs for the new employee can always be mapped out. The benefits in the new situation may not be. Then these are expressed in words. As the costs and benefits can be expressed in figures, the picture becomes more concrete for the employer as to what the difference is between now and in the future, which helps in the decision-making process.

Pitch Inclusive Job Design

Introduction

An elevator pitch can be one of the simplest yet most powerful tools to explain your 'business' and what could be of interest for your listener. It is an overview of your 'business', and it is delivered in the time it takes to complete your average elevator ride.

When you explain the methodology of Inclusive Job Design to an interested listener, there are some elements that help you formulate your pitch.

Know Your Audience

It can help to get your lead talking first so you can learn something about them and their pain points so you can tailor your pitch to fit their needs. The more you can speak to your listener's needs, the greater the chance you'll entice them to want to learn more about your business.

Less is More

There's a natural tendency to want to say everything about your business, but when you start getting into monologue territory, you risk boring or annoying your listener. Be pithy and hook your listener with information that will naturally lead them to ask about your business. Again, this is where describing your benefits, over your features can help.

Consider Leading with a Hook

A hook is an enticing statement that grabs attention. Your hook can be a question, such as, "Do you have trouble finding qualified personnel?" Or your hook can be a benefit statement, "I help companies to become more productive for less budget and at the same time become more inclusive". Just saying that would likely have your listener asking how you do that.

Create Opportunity for Follow Up

Best is to have 'a means' of following up. Always end your conversation giving your listener something to do that will allow you to contact him/her again in the future.

Practice, Practice, Practice

Don't just write and read your pitch, speak it out loud and practice. It needs to sound natural when you say it. When the opportunity comes, you want the pitch to flow like it's a natural part of the conversation. If you can't flow through the pitch, then rewrite it until it rolls off your tongue.

Two examples of a pitch Inclusive Job Design

I create positive business effect for companies, and sustainable jobs for PWD. In many companies staff are doing tasks that are outside their field of work. These extra tasks often steal time from the core job tasks, cost money and create frustration. By using a specially designed methodology, it is possible to reduce these negative factors.

The company is in charge of the whole process, I only help redesigning the working processes and come up with alternative solutions for doing the "simpler" tasks. By doing this it is possible to create sustainable jobs for PWD that have the needed skills to undertake some of the tasks staff do today, and contribute to company profit

I redesign jobs by taking out simpler tasks giving people more time for the important things that can only be performed by experts. By doing this I help designing new jobs that can be performed by PWD, enhancing social inclusion and company profit.