

Organisational Self-Assessment Instrument Readiness for Inclusive Job Design

Introduction

You are selected to complete this Self-Assessment Instrument because you have a broad view on the organisation and/or you are responsible for strategy and policy. This instrument consists of seven tables with statements, related to aspects within the organisation of importance to implement the methodology of Inclusive Job Design in an optimal way.

The aim of this Self-Assessment instrument is to 'check' whether all these aspects are in place. And to 'check' where steps need to be made.

Please read the introduction of each table carefully, and then answer the statements in the table below the introduction.

Inclusive Job Design

Inclusive Job Design is the all-encompassing word for the reorganization of business processes and the reallocation of tasks, so that highly skilled personnel can be better deployed for the work for which they have been trained. Administrative, logistical and organizational tasks of a repetitive nature that do not form part of their core tasks are combined into one or more work packages and included again in the work processes. These new positions are then suitable for employees who would otherwise be outside the work process because they cannot be inserted into existing positions. This also makes the performance of these activities more cost-effective and creates economic added value for the organization. It has been found that Inclusive Job Design changes the quality of the work of the current employees, allowing them to focus more on their core tasks. It also appears that the job satisfaction of current employees is increasing because more use is made of their core competencies.

Strategy

Strategy is a plan the company develops to maintain its competitive advantage in the market. It consists of a set of decisions and action steps that need to be taken in response to the changes in the company's external environment which includes its customers and competitors. Strategy is the way a company aims to improve its position, perhaps through low- cost production or delivery, perhaps by providing better value to the customer, perhaps by achieving sales and service dominance. It is, or ought to be, an organisation's way of saying: "Here is how we will create unique value."

Specific elements within the strategy of an organisation have a positive influence on the readiness of the organisation to apply the methodology of Inclusive Job Design. Please rate on a score of 1 – 5 to what extent you agree these elements are part of the organisations' strategy.

- 1 Strongly disagree
- 2 Disagree
- 3 Undecided
- 4 Agree
- 5 Strongly agree

Strategy Who we are					
In our organisation,	1	2	3	4	5
1 ... there is a clear vision on an Inclusive Society.					
2 ... the mission, aims and values include an employer-based-approach.					
3 ... management is open to pioneer.					
4 ... management is committed to apply the methodology of Inclusive Job Design.					

Strategy What we do					
In our organisation,	1	2	3	4	5
5 ... we work towards creating job opportunities for our service users in the open labour market.					
6 ... we develop our services continuously					
7 ... we use innovation as a way of finding new answers of acting in the social area					
8 ... we seek for funding to support our work in the social area.					
9 ... we use innovative tools to support our marketing strategy to gain new job opportunities for our service users.					
10 ... we systematically work on innovative job descriptions for our service users.					
11 ... we have networks with local authorities and/or companies					
12 ... there is at least one employee in charge for the collaboration with employers					
13 ... we have a monitoring system for our service users.					
14 ... we evaluate the success of the services on regular basis.					
15 ... we exchange experiences with others with the aim of improving the performance of our practice					

Structure

Structure represents the way business divisions and units are organised and include the information of who is accountable to whom. Structure divides tasks and then provides coordination. In other words, structure is the organisational chart of the firm.

Specific elements within the structure of an organisation have a positive influence on the readiness of the organisation to apply the methodology of Inclusive Job Design. Please rate on a score of 1 – 5 to what extent you agree these elements are part of the organisations' structure.

Structure										
In our organisation,					1	2	3	4	5	
1	... employees have a clearly description of role and responsibilities.									
2	... we have easy ways for employees to share new ideas.									
3	... the core processes are managed in such a way that our organisation can successfully implement new methodologies.									
4	... we involve relevant stakeholders in the implementation of new methodologies.									

Systems

Systems are all procedures, formal and informal, that make the organisation go, day by day and year by year: capital budgeting systems, training systems, cost accounting procedures, budgeting systems. Systems are the processes and procedures of the company, which reveal business' daily activities and how decisions are made. Systems are the area of the firm that determines how business is done and it should be the main focus for managers during organisational change.

Specific elements within the systems of an organisation have a positive influence on the readiness of the organisation to apply the methodology of Inclusive Job Design. Please rate on a score of 1 – 5 to what extent you agree these elements are part of the organisations' systems.

Systems										
In our organisation,					1	2	3	4	5	
1	... there is an internal communication system that communicates about all important information is in place.									
2	... key operational processes are documented.									
3	... resources (e.g., time – budget – human resources) are allocated for executing project initiatives.									
4	... we work with feedback loops and evaluation.									
5	... we record the added value of new methods.									
6	... we have an effective Customer Relationship Management system									
7	... we reduce the administrative processes for acquired employers.									
8	... we have a systematic way of discussing and deciding about developments and improvements.									
9	... projects are systematically managed.									
10	... we have a database of clients looking for work.									

Style

Style represents the way the company is managed by top-level managers, how they interact, what actions do they take and their symbolic value. In other words, it is the management style of company's leaders. Organisations may listen to what managers say, but they believe what managers do. Not words, but patterns of actions are decisive.

Specific elements within the style of an organisation have a positive influence on the readiness of the organisation to apply the methodology of Inclusive Job Design. Please rate on a score of 1 – 5 to what extent you agree these elements are part of the organisations' style.

Style						
	In our organisation,	1	2	3	4	5
1	... employees are involved in making decisions.					
2	... we encourage teamwork.					
3	... successes are shared and celebrated.					
4	... we are open to innovation.					
5	... we have an employer-centred approach, besides the focus on the service user.					
6	... we have confidence in the competencies of its employees.					
7	... we train our employees in ethical behaviour related to Inclusive Job Design.					

Staff

Staff is focussing on what type and how many employees an organisation will need and how they will be recruited, trained, motivated and rewarded. Staff is often treated in one of two ways. At the hard end of the spectrum, it is about appraisal systems, pay scales, formal training programs, and the like. At the soft end it is about morale, attitude, motivation, and behaviour.

Specific elements within the staff of an organisation have a positive influence on the readiness of the organisation to apply the methodology of Inclusive Job Design. Please rate on a score of 1 – 5 to what extent you agree these elements are part of the organisations' staff.

Staff						
	In our organisation,	1	2	3	4	5
1	... employees are aware of their role and responsibility concerning both their service users and companies					
2	... we have a job description of an Inclusive Job Design expert					
3	... employees work in multidisciplinary teams.					
4	... we have employees with commercial competences.					
5	... we have employees being familiar with the economic aspects of a business					
6	... we have employees with observation competences.					

Skills

Skills are the abilities that firm's employees perform very well. They also include capabilities and competences. During organisational change, the question often arises of what skills the company will really need to reinforce its new strategy or new methodology.

Specific elements within the skills of an organisation have a positive influence on the readiness of the organisation to apply the methodology of Inclusive Job Design. Please rate on a score of 1 – 5 to what extent you agree these elements are part of the organisations' skills.

Skills		1	2	3	4	5
	In our organisation,					
1	... employees are able to make tailored made plans to train the person with a disability for his new job/tasks					
2	... we have employees good at building relations with both companies and users.					
3	... we have employees having knowledge of the labour market.					
4	... employees know the competences of their service users.					
5	... we have employees being familiar with the content of Labour Law and other related laws.					
6	... we have employees being able to analyse work processes.					
7	... managers are familiar with change management concepts.					
8	... employees give timely responses					
9	... we have employees that can make an adequate employee profile for newly designed positions					

Shared Values

Specific elements within the shared values of an organisation have a positive influence on the readiness of the organisation to apply the methodology of Inclusive Job Design. Please rate on a score of 1 – 5 to what extent you agree these elements are part of the organisations' shared values.

Shared Values		1	2	3	4	5
	In our organisation,					
1	... our mission is in line with the intention of Inclusive Job Design					
2	... our vision is in line with the intention of Inclusive Job Design					
3	... we embrace diversity.					
4	... we emphasise employment in the open labour market for our service users					
5	... we emphasise the abilities of our service users					
6	... we emphasise the ethical behaviour of our employees					