

Facilitators and Barriers of implementing Inclusive Job Design Methodology



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Executive Summary

This study addresses the feasibility of implementing Inclusive Job Design, by identifying barriers and facilities (including recommendations) in implementing the Inclusive Job Design methodology in the countries of the partners of the work4all project.

Inclusive Job Design is the comprehensive concept for an employer-oriented method to create sustainable employment for persons with disabilities. 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 elementary 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 more elementary 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 project partners carried out specific study on facilitators and barriers for implementing the methodology of Inclusive Job Design in their country. Facilitators and barriers are classified as internal and external facilitators and barriers. For the facilitators and barriers, public accessible information has been provided which is considered as evidence: specific factual information which is relevant for the country of the partner.

The partnership has analysed and discussed the opportunities to influence the identified barriers with the key question: Into what extent can the barriers be influenced by the partners of the project? For the analysis, the partnership used the model of Stephen Covey's Circle of Influence¹: to focus your energy on those things that you can influence. The discussions lead to recommendations how to influence the barriers of implementing the methodology of Inclusive Job Design.

¹ 7 Habits of Highly Effective People, Steven Covey, 1989

Introduction

1. The work4all project

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.

1.1 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 disabilities whose chances of competitive employment are limited, especially for those who have a low level of qualification and limited competences. The method of Inclusive Job Design implies the re-designing of work processes, analysing and splitting the job-activities of existing jobs by in various levels of complexity. 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 the student with a disability.

1.2 Partnership

The works4all project has nine partners: seven service providers to people with a disability and two expert partners. With the partnership of the work4all project, all partners are responsible for the results of the intellectual outputs.

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
Valikupiai Rehabilitation Centre	Lithuania	Service provider
Instituto Don Calabria	Italy	Service provider
Fundação 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

1.3 Aim

The 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 students with disabilities.



1.4 Intellectual Outputs

The Work4All-project has 4 Intellectual Outputs.

1. A Self-Assessment Instrument

With this assessment tool the partners are able to identify strengths and issues for improvement that are the key factors for implementing the methodology of Inclusive Job Design.

2. A Curriculum for employment specialists

The curriculum is meant for employees who have the responsibility to facilitate the mediation to employment (employment specialist). The curriculum includes guidelines for implementing Inclusive Job Design methodology and examples of best practice. The curriculum is tested out and evaluated in the various national contexts.

3. A Manual for employment specialists: The manual consists the Guidelines for applying the Inclusive Job design methodology is meant for VET providers on 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 implementing the Inclusive Job Design methodology in the countries of the partners.

2. Cause effect analysis

In the 1st International Meeting of the Work4all project (Eindhoven), the project partners identified possible causes for the low percentage of persons with a disability to gain employment in open labour market. In this meeting, all partners identified barriers in employing persons with a disability into the workforce of employers. Partners identified barriers from internal perspectives (e.g. Staff – Service users – Organisation) and barriers from external perspectives (Environment – Employers and System). This Cause-Effect-Analysis has been carried out with a so-called Cause-Effect-Diagram². The diagram is used to determine root causes.

A Cause-Effect Diagram, often called a “fishbone” diagram, helps in the brainstorming process to identify possible causes of a problem and in sorting the causes into useful categories. A fishbone diagram is a visual way to look at cause and effect. The Fishbone Diagram is another name for the Ishikawa Diagram or Cause and Effect Diagram. It gets its name from the fact that the shape looks like a fish skeleton with the head as the effect, or outcome. A fish bone diagram is a commonly used tool for identify possible causes for a certain problem.

The methodology has four steps:

1. Identify the problem.
2. Work out the major factors involved.
3. Identify possible causes.
4. Analyse the visual diagram.

The barriers are expressed in a so called ‘Fish-bone -diagram’ for each partner.

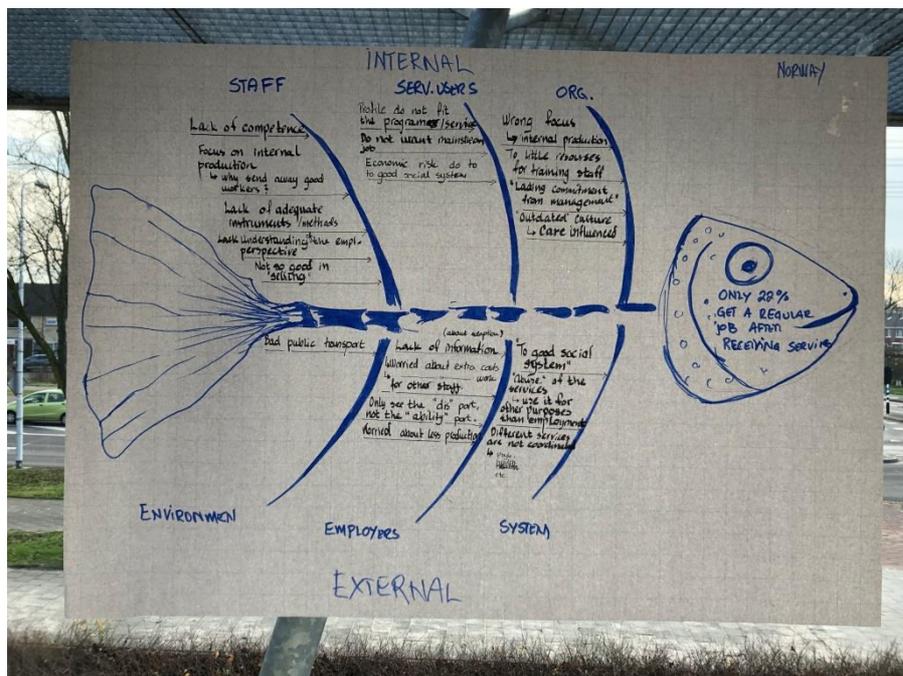


Figure 1: Example of Fishbone diagram

The barriers have been identified based on the PERSONAL experiences of the partners. The ‘fishbone-diagrams’ have been analysed and common barriers³ have been presented at the 3rd International Meeting of the Work4all project (Porto).

² Cause and Effect Analysis by Kaoru Ishikawa, 1982

³ The identified barriers have been identified based on the PERSONAL experiences of the partners.

COMMON INTERNAL BARRIERS		
1	General	Communication / coordination Resistance to change Fear of the 'Unknown'
2	Staff	Lack of competence Lack of adequate instruments / methods Lack of understanding employer's perspective Focus on daily delivery of service and administrative tasks
3	Service-Users	Lack of confidence Lack of competences Discrepancy with self-perception and reality Do not want a mainstream job
4	Organisation	Lack of vision on employment strategy No commitment from management Outdated culture: Care oriented Lack of funding / resources
COMMON EXTERNAL BARRIERS		
1	General	Communication / coordination Resistance to change Fear of the 'Unknown'
2	Environment	Bad public transport Focus on disability Parents overprotecting Legislation is not supporting
3	Employers	Lack of information Worried about extra costs Worried about less production Lack of employer support
4	Systems	Too good social well fare system. (Abuse of social services (other purposes than employment)) Having a Job is not a goal of the system Old fashion view on disability (medical model) Bureaucratic public system

Figure 2: Overview Common facilitators & Common Barriers to gain employment

3. The methodology of Inclusive Job Design

Inclusive Job Design is the comprehensive concept for an employer-oriented method to create sustainable employment for persons with disabilities. 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 elementary 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 more elementary 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. This new job will be a sustainable (regular and permanent) job in the workforce of a company. The Inclusive Job Design concept also includes to support the companies in meeting the demands on social responsibilities and/or national legislative incentives and regulations to include persons with a disability into the workforce. The methodology of Inclusive Job Design emphasises, without compromising in production or on returns, a win-win situation for the company and for the persons with a disability.

3.1 Methodology

Employees, working in companies, who cannot keep up the work due to huge variation of tasks and increasing demands towards productivity, may fall down to a decreased production which will have an expected impact on the financial and non-financial interest of the company. Employees can keep up as long as they carry out work that suits them. Current employees' activities have become increasingly various in complexity and therefore not always appealing to the competences and qualification of the employees. The methodology of Inclusive Job Design anticipates on this situation. In the Inclusive Job Design method, the more complex tasks will be distinguished from the less complex tasks. Therefore, the processes as well as the tasks are subject of systematic examination and evaluation. An important principle in the process re-design is that working processes in the company is subject of reconsideration and that the new jobs that have been created, need to retain or increase the level of productivity. The new created jobs for persons with disabilities consist of regular work activities, and therefore they are expected to be sustainable.

Elementary tasks carried out by current employees are combined into one or more new positions and re-incorporated into the work and the work processes. These new jobs:

1. can be learned in practice,
2. appeal to low responsibility,
3. are very structured and clear,
4. have less work pressure and autonomy.

The characteristics of these new jobs fit with the competences of workers. Many persons with intellectual disabilities, mental illness, and employees of sheltered workshops may meet the demands of these new jobs. The higher qualified employees can focus on the more complex tasks of their job.

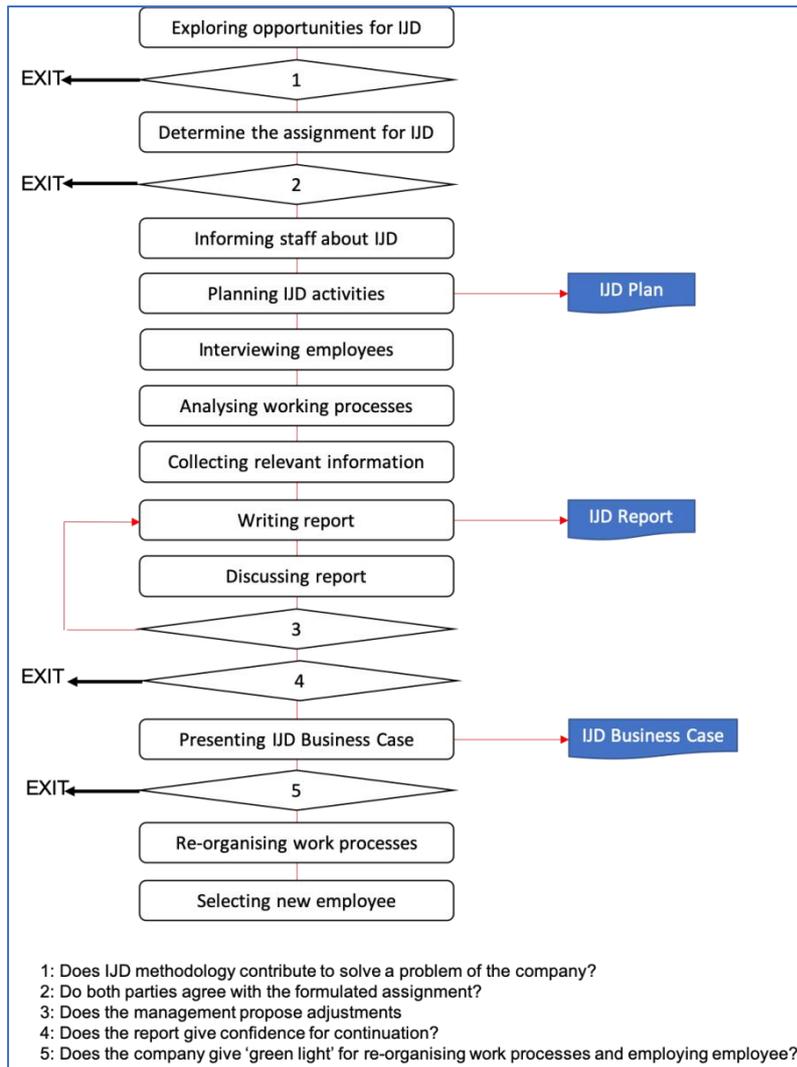


Figure 3: Visualisation of the Inclusive Job Design methodology

3.2 The paradigm shift

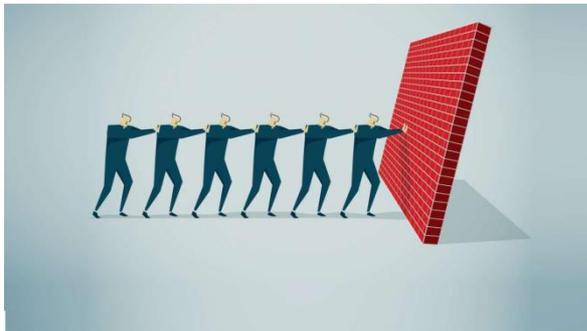
The process of redesigning working processes, the creation of new jobs and including persons with a disability may have impact on willingness and resistance from the employer. Within the methodology of Inclusive Job Design, methods and instruments are available and applied to involve the management and the employees to manage and to reduce the possible resistance. This new perspective of looking at the work requires also a different perspective of the employer. On the one hand it requires an open view of the employer to look at a different way of organising work processes and appealing to competences and qualification of current employees. On the other hand it needs an open view of the employer to value the competences of persons with a disability and value them as employees into their workforce.

4. Facilitators and barriers to implement Inclusive Job Design

In preparing the 4th International Meeting (Spain), the project partners have identified **facilitators and barriers in their own country** for each step of implementing the Inclusive Job Design in their country.



Facilitators are defined as: *“People, measures, elements, structures etc. that **contribute** to successful implementation of method of Inclusive Job Design.”*



Barriers are defined as: *“People, measures, elements, structures etc. that **hinder** successful implementation method of Inclusive Job Design”.*

Facilitators and barriers can be classified as **internal** facilitators and barriers and **external** facilitators and barriers. (Internal: those barriers and facilitators which are within the organisation and therefore directly has impact on the implementation of the methodology of Inclusive Job Design. External: those factors which can be considered as pre-conditions for successful implementation)

The project partners are asked to carry out specific research on facilitators and barriers for implementing the methodology of Inclusive Job Design in their country. Each facilitator must be illustrated with **specific factual information** so the facilitator is evidenced with specific information which is **relevant for the country of the partner**. For each facilitator a reference to public access information must be provided. Also, each barrier must be illustrated with **specific factual information** so the barrier is evidenced with specific information which is **relevant for the country of the partner**. For each barrier a reference to public access information must be provided.

	Factor	Information and reference to evidence
Internal SP	Competences	Facilitator: SSP have good results and experiences of supporting persons with a disability back to work. Organisation responsible for employment are quite successful in helping young people with a work disability find work. Source: https://www.trouw.nl/nieuws/werkgevers-vrezen-een-vast-contract-bij-arbeidsbeperkten~bcf97d46/

Figure 4: Example of facilitator

	Factor	Information and reference to evidence
External	System (Legislation)	Barrier: Legislation is not fully implemented. Although legislation is defined and approved, there is no monitoring and implementation of the penalties. In the period of 2015-2018, the Ministry of Social Affairs and Employment has no quota levy of 5000 Euro imposed. Source: https://www.uvw.nl/werkgevers/werknemer-met-uitkering/werknemer-heeft-wajong-of-valt-onder-participatiewet/detail/banenafpraak-en-quotumwet

Figure 5: Example of barrier

In the annex of this document, all references to evidences are included. The reader can have access to the reference by clicking the hyperlink. The information of the reference will be presented in the national language of the project partner who put forward the information.

4.1 Facilitators

4.1.1 Facilitators in the organisation providing Social Service

a. Competences

Competences of staff of the Social Service Provider has been identified as a facilitator for implementing the methodology of Inclusive Job Design.

Social Service Providers have various experiences and competences of supporting persons with a disability into employment in open labour market. They have different methodologies for fostering the inclusion of service users through employment. Therefore, SSPs will have interest in new methodologies that contribute to achieve their mission and to increase their outcomes of their efforts.

b. Employer-oriented approach

The employer-oriented approach of the Social Service Provider has been identified as a facilitator for implementing the methodology of Inclusive Job Design.

More and more, SSPs follow an employer-oriented approach in their cooperation with employers. In other words, they take the interest of the employer into account while finding a job for its service users. SSPs show interest in new strategies of cooperation with employers, good practice examples in Europe and country.

c. Teamwork

The multi-disciplinary teamwork the Social Service Provider has been identified as a facilitator for implementing the methodology of Inclusive Job Design.

National and European quality requirements for Social Services require a 'Multi-disciplinary approach' in providing social services.⁴ Due to this requirement, SSPs have set up multi-professional teams including employment specialists with different backgrounds from public or the private sector. In the multi-disciplinary team, different perspectives of finding a job in the open labour market will be subject of consideration.

In the figure below, you will find an overview of the factors that have been identified as facilitator of the organisation of the Social Service Providers for implementing the methodology of Inclusive Job Design. The partners of the Work4All project have identified these factors, gave statements of these factors and have provided references to documented evidence of the statements. Factors (and statements) have been clarified, exchanged and discussed by the partnership of the project.

Facilitators in the organisation providing Social Services				
	Factor	Description		REF
1	Competences	Social Service Providers (SSPs) have good results and experiences of supporting persons with a disability back to work. SSPs are quite successful in helping young people with a work disability find work.	NL	Y
		SSPs have good results and experiences and is quite successful of supporting persons with a disability back to work.	ESP	N
		SSPs have long experiences of supporting persons with a disability back to work. Organisations responsible for employment are quite successful in helping young people with a work disability find work.	NO	Y
		SSPs in Portugal was for the second time awarded as an Inclusive Employer Entity, since is an old practice to employ in multiple functions Persons with a Disability.	PT	Y
		SPPs have acquired different competences needed for cooperation with employers, such as job search strategies, support for employment, follow	LIT	Y

⁴ European Framework for Quality in Social Services, Social Protection Committee, 2010

Facilitators in the organisation providing Social Services			REF	
Factor	Description			
	up at workplace, strategies of cooperation with employers, good practice examples in Europe and country. SSPS are successful in helping people with disability to find jobs.			
	One of the KPI's of SP are employment rate and retention at work of services user's rate. That's why different cooperation with employers' techniques are appreciated and valued.	LIT	Y	
	IJD will strengthen the competences of staff and enlarge the scope of services for different stakeholders.	LIT	Y	
2	Employer-Oriented Approach	More and more, SSPs follow an employer-oriented approach. Some SSPs have set up a employee responsible solely for consulting companies on all issues of inclusion of PWD. This contributes to one of the basic ideas of IJD: taking over the employers' perspective when creating new job opportunities and showing the advantages for the employer.	AT	Y
3	Team Approach	The funding authority defined qualification requirements of the staff. SSPs have set up multi-professional teams of employment specialists with different backgrounds from social or the private sector and different disciplines, ranging from business administration, economics, law, psychology and technical apprenticeships to social workers.	AT	Y
		Weekly team meetings. The team is made by senior professionals that have a long and continuous activity in this field and by junior professionals.	IT	N
4	Innovative approach	SSP is open and flexible to learn new methodologies for improving the employment strategy.	ESP	Y
		SSP has an innovative and international approach and open to learn new methods for gaining employment for persons with a disability	IT	Y

Figure 6: Facilitators for implementing Inclusive Job design in the organisation in organisations providing Social Services.

4.1.2 Facilitators in the organisation of employers

a. Willingness to include person with a disability into the workforce

The willingness of employers to include persons with a disability has been identified as a facilitator for implementing the methodology of Inclusive Job Design.

Employers show willingness to include persons with a disability in the workforce because it improves the work environment, it facilitates the requirements of Corporate Social Responsibility, it contributes to a positive image of the company which may have positive impact on employer branding. Companies have to apply an inclusion and diversity policy / strategy. Due to positive experiences, employers are more aware of the competences of the persons with a disability. This awareness contributes to a more pragmatic and open attitude to including persons with a disability into their workforces.

Facilitators in organisation of Employers			REF	
Factor	Description			
1	Willingness	Willingness to include Persons with a disability in the workforce Nearly half of the employers who are covered by the social agreement and who do not have work-disabled people say they are prepared to take additional measures to hire work-disabled people. Larger organizations in particular were interested in investigating the costs and benefits of hiring people with a disability.	NL	Y
		Willingness to include Persons with a disability in the workforce because improves the work environment, CSR, image of the company and thus	ESP	Y

Facilitators in organisation of Employers				REF
Factor	Description			
		employer branding. Some big companies have internal policies to promote hiring people with disabilities.		
		The willingness to hire people with a disability was greater if managers felt socially involved in the theme.	NL	Y
2	Lack of skilled workers	A lack of skilled workers on the labour market could be a chance to create job opportunities for people with disabilities and at the same relieve specialists from high workloads through the reorganisation of work processes	AUT	Y
3	Generation Management	Employees acquire a disability during the course of employment. Companies also have to face the challenge of an aging workforce. When taking this into account, employers might be more open for creating new job opportunities.	AT	Y
		The current economic situation improved the labour market situation of PWD. Demographic change reinforces scarcity of suitable job applicants. Companies have to take more efforts in their recruiting employees, since it turns out to be increasingly difficult to find suitable applicants.	AT	Y
4	Positive Experiences	Many employers who already have employed PWD, report positive effects with regard to cooperative behaviour and serenity within their staff. They could be serving as ambassadors when it comes to promoting the inclusion of PWD and creating new job opportunities for them.	AT	Y
		Companies send out request for collaboration with SSPs because they have already had positive experiences.	IT	N
		Employers are more aware about the competencies and capacities of a persons with a disability.	PT	Y
	Changing policy and attitude	Companies have introduced inclusion and diversity policies/strategies with the specific attention to commitment to employ employees irrespective of their age, gender, sexual orientation or disabilities.	LIT	Y
		Entrepreneurs are pragmatic about employees with disabilities, that the most important is the qualification and competences.	LIT	Y
		Employers might be more open to new forms of recruiting and new jobs that reduce workloads of current staff.	AT	Y

Figure 7: Facilitators for implementing Inclusive Job design in the organisation of the employer.

4.1.3 Facilitators in the environment for implementing Inclusive Job Design

a. Legislation

The national legislation has been identified as a facilitator in the environment for implementing the methodology of Inclusive Job Design.

In all countries there is legislation to encourage employers to include persons with a disability into their workforce. In all cases this legislation is based on a so-called quota system: to employ a percentage of persons with a disability related to total number of employees. The percentage varies between the countries.

b. Financial support

The Financial support for individuals and organisations has been identified as a facilitator in the environment for implementing the methodology of Inclusive Job Design.

National Authority grants the inclusion of persons with a disability into the workforce of employers. (wage cost reduction, tax reduction, financing workplace adaptation and funding job coaching)

c. Social Responsibility

The growing approach of social responsibility has been identified as a facilitator in the environment. More and more companies are encouraged and rewarded to take responsibility for environmental, social and ecological issues.

d. Change in policy and regulations

Some changes in policies and regulation have been identified as a facilitator in the environment for implementing the methodology of Inclusive Job Design.

Specifications for employment services of Social Services Providers shifted from from sheltered employment towards employment in open labour market. Disability benefits systems are reconsidered. New initiatives of funding (allocation to the persons with a disability, public procurement, tendering) have been launched, tested and implemented.

Facilitators in the environment			REF	
	Factor	Description		
1	Legislation	There is a law that forces employers to hire a person with a disability. Employers must give a certain percentage of jobs to people with a disability. If the number of jobs for people with a disability is lagging behind nationally, the employer may be fined: the quota levy being a penalty. A body is monitoring the performance of employers on annual basis.	NL	Y
		A quota system forces employers to employ a Person with a Disability. This – in some cases – could be a facilitator for the implementation of IJD since employers avoid to pay penalty taxes when employing people with a legal status of disability. However, figures about filling these posts show, that the vast majority of companies prefers to pay the taxes instead of employing PWD.	AT	Y
		There is a law who forces employers to hire a person with a disability. Employers must give a certain percentage of jobs to people with a disability	ESP	Y
		The quota system is mandatory both for public and private companies.	PT	Y
		Public Procurement criteria on Public Sector Contracts prohibits Public Organizations (Councils, Ministries...) from hiring enterprises that not comply with the Quota system. Some public sector contracts are restricted (reserved) to social companies (SSP).	ESP	Y
		Changing legislation: Inclusion of people with disabilities into the labour market is ensured through different active labour market policies. The Law on Social Enterprises states a special support for people with disabilities and companies that have a status of social enterprise.	LIT	Y
2	Financial support	Instruments such as wage cost reduction and job coaching stimulate employers to offer work to people from the target group of the Participation Act.	NL	X
		National Social Security system grants the hiring of people with disabilities by reducing the social contribution rate of the companies. It also exists a specific hiring modality for workers with a disability, which, in addition to entailing discounts on Social Security contributions, provides for certain subsidies or grants to the company.	ESP	Y
		The ministry of social affairs will finance adaptations based on demands of the workplace and the needs of the person with a disability.	NL	Y
3	Technology	New communication technologies contribute to flexible work environments, flexible working hours and workplaces. Especially for people with limited mobility, this increases job opportunities.	AT	Y
		Technological products such as a social (robot) assistant, speech-driven	NL	

Facilitators in the environment			REF	
Factor	Description			
	equipment or personalized equipment can reach more target groups for support.			
4	Communication	Practical information of the method for inclusive job design is given by the main facilitator of the participation act. Both on website and in seminars.	NL	Y
		Media and government institutions give a lot of attention to employers who has good experience with employees with disabilities.	LIT	Y
5	Social Responsibility	Taking over social responsibility becomes more important. This might be due to a general social change in awareness but also due to increased measures when it comes to employer branding. Companies, that take responsibility for social and ecological issues, are rewarded. HR solutions for Disability Management show the importance of creating a business case for enterprises through the inclusion of PWD in the workforce.	AT	Y
		The rising of Corporate Social Responsibility from Enterprises can be directed to the integration of persons with a disability	PT	Y
6	Strong partnership with key stakeholders	An ongoing collaboration with local public employment office contributes to innovative approach and employment initiatives for persons with a disability	IT	Y
		The strong relation with IEFP and the Accredited Centres, and the competences and knowledge of VET staff of the trainees support their professional integration.	PT	Y
		Specific services to support integration of PWD have been created in partnership with stakeholders, such as platforms and recruiting entities.	PT	Y
7	Labor shortages	Labour market surveys show that Norwegian companies lack many workers. The shortage of labour has increased since from 2017 to 2018.	NO	Y
		There is a shortage of qualified workforce that develops products and services.	LIT	Y
8	Change in policy, funds and regulations	There is a strong focus at including people with disabilities into mainstream labour market. We see the biggest change in relation to people with "permanent disability benefits", where the specifications for these services now also emphasize that SSP should contribute to increased employment in ordinary labour market.	NO	Y
		The "Joint inclusion efforts" strategy, which has three focus areas: reduced risk of hiring, work and mental health and better opportunities for education. This is a measure initiated by the Labour and Social Ministry to make it easier for employers to include people with disabilities into regular payed jobs. Money has been allocated to give individual job support and/or wage subsidies.	NO	Y
		Since 2019 Policy has changed and it is now opened up for working as much as you can without losing any rights. You can even just "freeze" your disability benefits for 6 months while try-out working, and activate the benefits if it turns out that work is not possible.	NO	Y
		Supports for the integration of persons with a disability have better and specific conditions, as more time, financial support, taxes, support to prepare/adapt the workplace.	PT	Y
		Inclusion of people with disabilities into the labour market is ensured through different active labour market policies. The Law on Social Enterprises states a special support for people with disabilities and companies that have a status of social enterprise.	LIT	Y

Figure 8: Facilitators for implementing Inclusive Job design in the environment

4.2 Barriers

4.2.1 Circle of Influence and Concern

The circle of Influence and Concern is a model created by Stephen Covey. In his book *7 Habits of Highly Effective People (1989)* Covey distinguishes between proactive people (persons who focus on what they can do and can influence) and reactive people (persons who focus their energy on things beyond their control). In his model he claimed that reactive people maintain an attitude of victimisation and blame and find their circle of influence shrinking, while proactive people find it increasing.

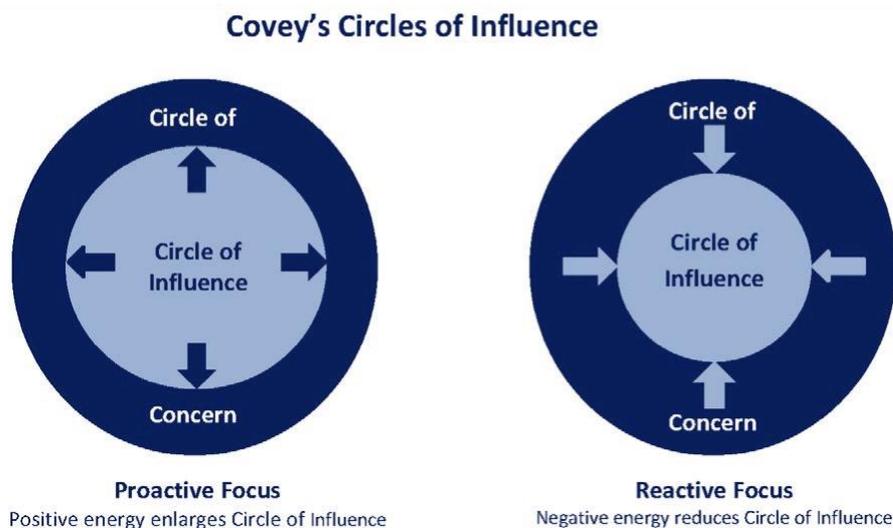


Figure 6: Stephen Covey's Circles of Influence

The model is based on two circles. The first is our circle of concern. This includes a whole range of things: e.g. global warming, the state of the economy, the clothes your children want to wear, attitudes in society, the organisation you work for, the things your colleagues do, the way people drive their cars etc. The actual list will depend on the individual, but the important thing to understand is that there may be little you can do about many of these things since they are outside your influence. Devoting energy on them may be a waste of time, may create frustration and time and energy once spent cannot be reused. The circle of influence will be much smaller. It includes the things on which we can do something about. The extent of this will obviously be related to your power. Some of us may have far more power and therefore more influence to change.

A key of Steven Covey's message in *7 Habits of Highly Effective People (1989)* is to focus your energy on those things that you can influence. This will enable you to make effective changes. If you do this you will find your circle of influence starts to increase. Others will see you as an effective person and this will increase your power. Conversely, if all your energy goes into those things you cannot change your circle of influence will shrink. Not only will you drain your energy, other people may start to see you as unduly negative and critical.

Knowing how far your circle of influence extends is an important aspect of personal effectiveness. You may not have any direct influence over something in your Circle of Concern, but you may know other people who do. Therefore, creating partnerships, alliances and teams can have a wider circle of influence than an individual. The awareness of your Circle of Influence may contribute to do the rights things in implementation the methodology of Inclusive Job Design and to find the rights alliances.

4.2.2 Barriers in the organisation providing Social Services

a. Monitoring

A lack of monitoring has been identified as a barrier in the organisation for implementing the methodology of Inclusive Job Design.

in the environment Many Social Service Providers do not keep track on persons with a disability who have successfully been included in the workforce of an employer. The reasons of not doing vary. (lack of resources, lack of time, out of sight) So information of the sustainability of the created employment is not available.

b. Lacking competences

A lack of competences of staff has been identified as a barrier in the organisation for implementing the methodology of Inclusive Job Design.

Professionals working in the organisation providing Social Services have traditionally a social, educational, therapeutic or psychological background. Competences on legislation, on business economics, on marketing strategies and for understanding the interest of employers often are lacking.

c. Resistance to change

Resistance to change has been identified as a barrier in the organisation for implementing the methodology of Inclusive Job Design.

Change is always inevitable but so is resistance to change. It is basic human nature of people to try and keep their methods and customs constant. Constant and frequent changes initiated by authorities and funders may have impact on motivation of employees. Resistance to change may also be encouraged when the Social Service Provider has interest in keeping the status quo.

In the figure below, you will find an overview of the factors that have been identified as barriers within the organisations providing Social Services for implementing the methodology of Inclusive Job Design. The partners of the Work4All project have identified these factors, gave statements of these factors and have provided references to documented evidence of the statements. Each of the factor (and statements) have been discussed by the partnership of the project in order to find an answer on the following questions:

1. Is this barrier of concern of the Social Service Providers but the Social Service Provider has limited opportunities to influence the barriers?
2. Would the Social Service Providers be able to influence this barrier?

If a positive answer on the first question is given, then a “X” is put in the column “Concern”.

If a positive answer on the second question is given, then a ‘X is put in the column “Influence”.

Barriers in the organisation providing Social Services					Circle of ...	
	Factor	Description			Concern	Influence
1	Monitoring	SSPs do not keep track on persons with disability who have been employed. SSPs are less successful at keeping them working. When a young person with a disability has found a workplace, he or she often gets out of sight of the employment agency who helped the young person in the search.	NL	Y		X
		SSPs do not keep track on persons with disability who have been employed.	ESP	Y		X
		SSPs does not keep track of all PwD that successfully end training and after employment, and does not have the resources to do this.	PT	N		X

Barriers in the organisation providing Social Services				Circle of ...		
Factor	Description			Concern	Influence	
		Focus on daily delivery of service and administrative tasks not always allows to spend enough time to provide services at employer's place. There should be spent more time for follow up services to ensure the sustainable employment.	LIT	Y		X
2	Lacking competences	All the professionals have a social, psychological degree and not an Economic or Law degree. They also lack a commercial approach.	IT	N		X
		Staff has no economical or business education that is often needed to consult or understand the approach of employers. That creates a lack of confidence in cooperation with employers.	LIT	N		X
		Number of service users with a mental issue is increasing. A lack of programmes for this group makes it hard to reach the so-called "job-readiness" for these service users. Therefore, our employment specialists are often not able to support them in finding a job.	AT	Y		X
3	Fluctuation of staff	A high fluctuation of staff could hinder the implementation of Inclusive Job Design because of the loss of long-standing cooperation with companies and specific knowledge / competences.	AT	Y		X
4	Motivation	Persons with disability may not have interest of applying for a job.	NO	Y		X
		Persons with a disability have fear to lose their disability benefits when they accept a paid job.	NL	Y		X
5	Resistance to change	Fear to change: The constant and frequent changes imposed by public funders have not improved the service for people in recent years	IT	N		X
		Self-interest of SSP: SSPs also have some kind of production of products and/or services that are sold to the open market. Service users work as employee in the company. Supporting their service users with disability into mainstream labour market also means they will lose their best workers.	NO	Y		X
6	Different focus	Many SSPs (including NAV) have in their culture and daily work a strong focus at the "dis" part of disability. Employers state that they are interested in the "ability" part of the person. So often employers and SSPs have different understanding and beliefs.	NO	Y		X
7	Lack of recognition	Integration of PwD is carried out by Accredited Centres that support integration and post-integration and use methodologies provided by the IEFP. SCMP is a VET provider but not a Accredited Centre, so we have to convince IEFP that IJD is a good methodology.	PT	Y		X

d. Recommendations

When asked to the project partners what measures can be initiated for breaking down those barriers that are identified as 'In the circle of influence', the vast majority of the project partners identified and agreed on the following measures:

1. Monitoring service users after successfully been included in the workforce of an employer by collecting frequently relevant information about functioning and wellbeing though collecting information about employers, business cases, number of successful employment for service



users, sustainability of employed service users etc. Job coaches could play an important role in this.

2. Assessing employees need, interest and expectations in the context of the implementation of the IJD methodology.
3. Building up knowledge and competences (through education and training) in applying the Inclusive Job Design methodology and in understanding the employer's interest.
4. Sharing and exchanging information between Social Service providers about examples of best practice of Inclusive Job Design. Creating internal teams that ensure sharing of information and external contacts.
5. Creating an organization culture where cooperation with employers is a natural and important factor for achieving successful experiences.
6. Communicating the benefits of being a part of the society through employment: financial and non-financial benefits.
7. Including the practice of empowerment in the services by implementing the knowledge and competences of empowerment both among staff and service users.
8. Providing and sharing information and interpretation of:
 - a. The concept and methodology of Inclusive Job Design (Win-Win concept)
 - b. National legislative requirements and opportunities for Social Service providers to adapt their services to a changing context.
 - c. Offering support-services, monitoring and training programs to Employers provided by Social Service Providers
 - d. Setting up channels for communication, a platform or community and networking among employers that have experiences and gain competences in employing persons with a disability.
9. Reducing resistance to change at employees: by working in a multidisciplinary team could contribute to increase the willingness to change.
10. Reducing fluctuation of staff: sharing individual networks and making them visible in a database - follow-up system.
11. Promoting a new and more positive approach on disability: focus on strengths and abilities instead of the current system is focusing on the DISabilities
12. Enhancing motivation of service users to be involved in employment: discussing with service users that employment has various benefits and having a job is more than being financial independent. Emphasizing the social aspect of having a job.

4.2.3 Barriers with Employers

The partners of the Work4all project have found evidence that a limited number of employers is willing to change their organisation (re-designing working processes by splitting up different tasks) in such a way that people with less competence can be included in the workforce to do parts of the job. Many of the tasks and jobs in a company are considered to be increasingly complex and standardised. Therefore, difficult to be splitted up in smaller task. A limited percentage (5 %) of the employers is willing to employ a person with a disability (NL).

a. Lack of knowledge and information

A lack of knowledge and information has been identified as a barrier in the organisation of the employer for implementing the methodology of Inclusive Job Design.

In the Netherlands, Austria, Italy, Norway and Portugal, the partners of the project found evidences that a lack of knowledge about the method of Inclusive Job Design and other methodologies to include persons with disabilities into open labour market, can be considered as a barrier for implementing the Inclusive Job Design Methodology. The evidences confirm, that the vast majority of employers are not

aware of the financial and other supported measures that facilitate the inclusion of persons with a disability into their workforces.

In the Netherlands, employers have good intentions to include persons with a disability in to their workforce, but only 19% of their employers come to concrete plans. Less than 25 % of them knows how to realise these plans.

In Austria, employers still have some wrong assumptions and interpretation of the Austrian legislation for employing persons with a disability.

b. Believes and experiences

Some believes and experiences have been identified as a barrier in the organisation of the employer for implementing the methodology of Inclusive Job Design.

In Spain and Austria, the partners of the project found evidences that a substantial number of employers still believe that Persons with a disability are not able to perform properly in a job and that the employer is responsible for the cost of job accommodation. Employers, when asked about including persons with disabilities in their workforce have doubts about lower productivity, possible needed workplace adjustment, negative influencing the team attitude, higher risk for sick leaves (ESP and LIT). Employers are worried about possible burdens related to the employment of Persons with a Disability, for example: more complicated procedures to lay-off employee with disabilities, and other aspects about extra costs related with the employment. (LIT)

Due to disappointing experiences of employers with including persons with a disability in the workforce of the employer, employers prefer to pay off their responsibilities and pays the fees (or the penalties) instead of having new experiences in employing persons with a disability. (AT)

In the figure below, you will find an overview of the factors that have been identified as barrier with the employers of implementing the methodology of Inclusive Job Design. The partners of the Work4All project have identified these factors, gave statements of these factors and have provided references to documented evidence of the statements. Each of the factor (and statements) have been discussed by the partnership of the project in order to find an answer on the following questions:

1. Is this barrier of concern of the Social Service Providers but the Social Service Provider has limited opportunities to influence the barriers?
2. Would the Social Service Providers be able to influence this barrier?

If a positive answer on the first question is given, then a “X” is put in the column “Concern”.

If a positive answer on the second question is given, then a ‘X is put in the column “Influence”.

Barriers with Employers			REF	Circle of ...		
Factor	Description			Concern	Influence	
1	Willingness	5 % of employers is willing to hire a person with a disability.	NL	Y	X	
		A limited number of employers are willing to change their organisation (by splitting different tasks) in a way that people with less competences can do parts of the job.	NL	Y	X	
		Tasks in the company are increasingly complex and standardized.	IT	N	X	
		Employers are willing to hire a person with a disability. 19% come to concrete plans. Less than a quarter of that knows how to realize the plans.	NL	Y		X
2	Experiences	Lack of previous experiences produce fear to rejections from the rest of staff and/or clients.	ESP	Y		X
		Due to bad experiences, companies prefer to	AT	Y	X	

Barriers with Employers			REF	Circle of ...		
Factor	Description			Concern	Influence	
	pay the fees rather than employ PwD.					
3	Lack of knowledge	Employers are not aware of the measures for wage cost reduction and job coaching.	NL	Y		X
		Employers still has wrong assumptions of legislation for employing a PwD.	AT	Y		X
		Lack of knowledge of reasonable accommodation.	IT	N	X	
		Employers have implemented measures to recruit people with disabilities. The lack of knowledge and experience is a core factor for employers not to employ persons with disabilities.	NO	Y		X
		Employers are not aware about capacities and competences of PwD and about successful experiences of other Employers.	PT	Y		X
		Employers are not aware about financial and other support when employing PwD.	PT	Y		X
4	Believes	Employers still believe that PwD are no able to perform the jobs properly and it carries on a cost for adapting the workplace.	ESP	Y		X
		Employers believe that PwD have a high rate absenteeism	ESP	Y		X
		The firms prefer to hire people with any other disability different than mental health.	ESP	Y	X	
		Organizational design paradigms based on efficiency and productivity instead of be based on openness and inclusion.	ESP	Y		X
		Employers when asked about the employment of employees with disabilities have doubts about lower productivity, possible needed workplace adjustment, rest of the team attitude, higher risk for sick leaves etc.	LIT	Y		X
		Employers when asked about the employment of employees with disabilities reflects that they are worried about possible burden related with employment such as, additional vocation days, more complicated procedures to fire employee with disabilities, and other aspects about extra costs related with the employment.	LIT	Y	X	

c. Recommendations

When asked to the project partners what measures can be initiated to break down those barriers that are identified as 'In the circle of influence', the vast majority of the project partners identified and agreed on the following measures:

1. Sharing and providing information about examples of best practice, case studies in problem solving, strategies and workplace adaptation.
2. Organising 'job fairs' with good experiences of Inclusive Job Design.
3. Creating opportunities for employers to contact directly other employers and share information and experiences.
4. Providing information and interpretation of:
 - a. The concept and methodology of Inclusive Job Design (Win-Win concept)



- b. Provide information that shows the positive impact of including PwD in the mainstream labour market.
- c. National legislative opportunities and requirements for employers by including persons with a disability in their workforces.
- d. Opportunities of receiving supported services provided by Social Service Providers
- e. Facts and figures of research about:
 - i. Efficiency of Implementing Inclusive Job Design Methodology
 - ii. Productivity and sick leave of including persons with a disability in the workforce

4.2.4 Barriers in the environment

The partners of the Work4all project have found evidence that there are various barriers in the national contexts. Some of these barriers have a common characteristic while other barriers are more specific for a specific country or region.

All countries of the partners (AT; ESP; NL; NO; IT; LIT; PT) have specific national legislation in place that encourage national employers to include persons with a disability into their workforce. The national legislations vary in their complexity, measures, incentives, pre-conditions, level of implementation, system of monitoring and impact.

a. Legislation

Lacking the implementation of the legislation has been identified as a barrier in the environment for implementing the methodology of Inclusive Job Design.

In all countries there is legislation to encourage employers to include persons with a disability into their workforce. In all cases this legislation is based on a so-called quota system: to employ a percentage of persons with a disability related to total number of employees. The percentage varies between the countries.

In the Netherlands, Spain, Portugal and Italy, specific legislation is defined and approved, there is no implementation of the penalties when requirements for employing persons with a disability are not met by the employer. Due to an increase bureaucracy, lack of monitoring and increased complexity and slow functioning of the systems, employers have little incentives to be committed to old and new methodologies to employ people with a disability.

b. Perception on disability

The perception on disability has been identified as a barrier in the environment for implementing the methodology of Inclusive Job Design.

A traditional view of disability, the so-called “Medical Model of Disability”, still prevails in the countries of the partners. In a ‘medical model of disability’, disability is seen as a medical problem that needs to be solved or an illness that needs to be “cured”.

A person with a disability is considered to be broken or sick and that he/she needs to be fixed or healed through medical intervention; The burden on the person’s “problem”, which therefore should be “fixed”. In a more up-to-date view of disability, disability is caused by barriers in the environment. This new perspective wants to eliminate barriers created by society or the physical environment that limit a person from enjoying and exercising their human rights. Persons with disabilities can participate as active members of society and enjoy the full range of their rights.

Most of the employers and members of the society in the countries of the partners generally see a person in a wheelchair, wearing a hearing aid, or carrying a white stick with red bars as a person who may be disabled. Other disabilities, especially those disabilities which are invisible (e.g chronic pain, chronic fatigue, mental illness or sleep disorder) are not taken into consideration. There is also a social stigma towards persons with mental illness that makes it much more difficult than for any other people with a physical disability to be included into a job.

c. Functioning of the system

In many European Countries, the legislation that supposed to support to encourage employment for persons with a disability, is not fully implemented: There is no adequate system of monitoring and penalties are not given. Additional to this, the system is bureaucratic, services are not will coordinated, often not well planned or followed up. The current system is felt as demotivating with a negative impact on the self-esteem of the person with a disability. Due to complexity of many of the systems, employers have little incentives to offer employment opportunities to people with a disability. In some countries they prefer to pay off their duty with insurance measures.

In the figure below, you will find an overview of the factors that have been identified as barrier of implementing the methodology of Inclusive Job Design within the environment of the Social Service Provider. The partners of the Work4All project have identified these factors, gave statements of these factors and have provided references to documented evidence of the statements. Each of the factor (and statements) have been discussed by the partnership of the project in order to find an answer on the following questions:

1. Is this barrier of concern of the Social Service Providers but the Social Service Provider has limited opportunities to influence the barriers?
2. Would the Social Service Providers be able to influence this barrier?

If a positive answer on the first question is given, then a “X” is put in the column “Concern”.

If a positive answer on the second question is given, the a ‘X is put in the column “Influence”.

Environmental Barriers			REF	Circle of ...		
	Factor	Description		Concern	Influence	
1	Legislation	Legislation is defined and approved, there is no monitoring and implementation of the penalties. In the period of 2015-2018, the Ministry of Social Affairs and Employment has no quota levy imposed.	NL	Y	X	
		Legislation is not fully implemented and the companies usually do not accomplish with the measures for hiring PWD.	ESP	Y	X	
		The public monitoring system of public funders controls the bureaucratic aspects and not the percentage of job integration and the satisfaction of clients	IT	-	X	
		Legislation is not fully implemented and there is no implementation of penalties.	PT	-	X	
		The language in the legislation uses expressions that make the employment of a PWD an obligation (and therefore it is seen as a burden).	AT	Y	X	
		Disproportionate allocation of state budget funds to support segregated and open labour market	LIT	Y	X	
2	Functioning of the system	The system is rather slow and many young jobseekers with disability do not get tailor-made and hands-on services. Often NAV secure the economic income for the jobseeker, but the choice and continuum of services are often not well planned or followed up. This means that young job-seekers with a disability spend long time in a system that are demotivating and lower their self-esteem.	NO	Y	X	
		Due to complexity of the system, employers have little incentives to offer more employment opportunities to people in the target group.	NL	Y	X	
		The rules for public sector employment make it almost impossible to get hired when a practice period is over. Employers and NAV have not enough knowledge. Employers get frustrated because they got the wrong candidates.	NO	Y	X	

Environmental Barriers			REF	Circle of ...		
Factor	Description			Concern	Influence	
	When a Person with a disability is working in the open market, most of welfare support are withdrawn, inhibiting the will to work of the individual.	PT	Y	X		
	Public authorities have long bureaucratic processes: a work experience financed by the Regional Authorities requires filling in many different files and some documents need to be manually signed.	IT	-	X		
3	Perception of disability	Most of the society imagines a person in a wheelchair when talking about a person with a disability. Other disabilities, especially those which are invisible, are not taken into consideration.	AT	Y		X
		Social perception towards persons with mental issues is often negative, they are considered to be dangerous.	ESP	-		X
		A traditional view of disability, the so-called "Medical Model of Disability", still prevails.	AT	Y		X
4	Changes profession competences	Professions for blind and deaf individuals are shrinking, which requires people with disabilities to acquire new competences and learn new professions.	AT	Y		X
		A lot of PWD are not very familiar with technology and computer skills.	IT	-		X
	Withdrawing grants	After the economic crises some benefits and grants applied to the companies to hire PWD have been reduced or event eliminated.	ESP	Y	X	
	Lacking financial support	Funders don't know IJD Method and Actual public funds are limited to 5 hours company consulting about sensitization about the Italian quota system, the job analysis and the matching with PWD	IT		X	
		Financial support to Employers is given to compensate the tasks that the candidate with disability cannot perform. When applying IJD the candidate can perform all the tasks, so the financial support does not exist.	PT		X	
	Limited benefits for employers	The benefits depend on the financial availability of the regional fund	IT	Y	X	
	Public transportation	Limited access to public transport in the cities, and very limited access in rural areas, not adjusted public buildings, work environments also has a negative effect for employment of people with disabilities and IJD.	LIT		X	
	Lacking social business policy and strategy	Social business in Lithuania often faces various obstacles to its development and expansion. These include inadequate institutional recognition, conflicting legal norms, limited market and financial access and low social impact assessment.	LIT	Y		X



d. Recommendations

When asked to the project partners what measures can be initiated to break down those barriers that are identified as 'In the circle of influence', the vast majority of the project partners identified and agreed on the following measures:

1. Sharing and providing information about examples of successful employment of persons with a disability by:
 - a. involving persons with a disability
 - b. involving companies with good experiences
 - c. Storytelling
 - d. Factual information about efficient Job Inclusion
2. Raising awareness among funding entities by showing them reliable and valid fact and figures about efficient job inclusion and benefits for the society.
3. Creating better understanding by providing information about various types of disability and the capacity / competences of persons with a disability.
4. Providing education and training to persons with a disability to gain new competences and training them on-the-job in the companies.
5. Changing the perspective on disability can be done through different PR-strategies that focus on abilities and added value for the individual and the society.
6. Increasing familiarity in new technology and computer skills by awareness raising, education and training.



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Barriers for implementing Inclusive Job Design

Spain

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<https://www.efesalud.com/salud-mental-empleo>

<https://insight.iese.edu/fichaMaterial.aspx?pk=153096&idi=1&origen=3>

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The Netherlands

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[Zorg Beter Begrepen. Verklaringen voor de groeiende vraag naar zorg voor mensen met een verstandelijke beperking, Sociaal en Cultureel Planbureau, Den Haag, november 2014, p. 108](#)

[Eindevaluatie van de participatiewet, november 2019, p. 242](#)

[Eindevaluatie van de participatiewet, november 2019, p. 15](#)

[Eindevaluatie van de participatiewet, november 2019, p. 16](#)

[Schaduwrapportage Verdrag inzake de rechten van personen met een handicap in Nederland, p 41](#)

<https://www.uvw.nl/werkgevers/werknemer-met-uitkering/werknemer-heeft-wajong-of-valt-onder-participatiewet/detail/banenafpraak-en-quotumwet>



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Norway

Research report; [Roads toward the goal - labor inclusion for people with intellectual disability](#)

Research report Fafo; ["Inclusion of people with disabilities in working life"](#)

[Article by Jon Ivar Dypedal](#)

Sintef research report; ["Work Inclusion - With employers on the team"](#)

Research report Fafo; ["Inclusion of people with disabilities in working life"](#)

Qualitative study; [Young people with disabilities in long cycles at NAV](#)



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Lithuania

<https://www.lnf.lt/projektai/nauju-neigaliuju-idarbinimo-iniciatyvu-skatinimas/?lang=lt>

Sources: "Research about experiences of people with disabilities getting a job and employment". <http://www.negalia.lt/kvieciame-i-konferencija-neigaliuju-dalyvavimas-darbo-rinkoje-realybe-ar-surrealybe/>

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Portugal

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http://www.seg-social.pt/documents/10152/15932084/Guia_protecao_pessoas_deficiencia.pdf/a23397caeace-426a-98e5-01dfbab4315a