

Labour market inclusion Job Customization

Webinar

11 June 2020: 10.00 am – 11.15 am

Report

This report includes recommendations to policy makers, success factors and evaluation of the meeting.

On the 11th of June, EPR organized an online workshop dedicated to Labour market inclusion through Job Customization held by Brigitte Van Lierop, one of the founders of this methodology.

Inclusive Job Design is a comprehensive term for an employer-oriented method to create sustainable jobs for people with disabilities 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 an employer, the method implies the re-designing of work processes and the splitting of tasks, allowing highly qualified staff to be more available for the work for which they are trained.

Participants:

The event saw the participation of 13 people from 6 countries (6 EPR members).

Brigitte Van Lierop initially explained the path that, starting in 1995, led her organization to formulate the methodology and tools of the Inclusive Job Design.

In particular, some strengths have been highlighted for months that have emerged as fundamental over the years and which must be taken into consideration as starting elements:

- **Employers' needs as a starting point** for labour market integration
- **The service provider facilitates** in meeting the needs of the employer
- There should always be an **added value** for the employer

At the same time, some of the major obstacles for people with disabilities labour market inclusion were underlined:



- Employers have low knowledge about the relation between work and disability
- Few persons with disabilities are highly qualified
- Most persons with disabilities are low qualified
- Having a disability does not mean the person cannot work
- They expect added value of personnel
- Employers are reserved in taking risks
- Employers have low knowledge of 'disabilities'



In order to illustrate how these problems should be analyzed, Van Lierop has given participants a key to understanding:
Knowing the history of labor opens doors for solutions, especially when you are looking for an answer to the question: How to increase labour participation?

Among the various possible answers, the two on which the Inclusion Job Design focuses were highlighted:

- Change the law
- Arrange social agreements
- Make use of social return
- Adapt recruitment & selection procedures
- **Use a structurally different approach in the labour market**
- **Create opportunities for employers**

Focusing efforts on these latter aspects allows you to implement a real social innovation. That is, the paradigm shifts from: more work done by less people to the same work done by more people with the same or less budget.

In order to identify the work areas in which to implement this approach, Van Lierop has made available to the participants the rationale and the steps behind the methodology of the Inclusive Job Design:

The rationale

- Why do we do it?

Interview supervisors and employees

- Is there any work below the level of the current workers?
- Is there a business case when re-arrange the work?



Observation

- Describe tasks, time, frequency
- Describe possible elements influencing chances

Propose and discuss a re-arrangement of tasks

- Describe the new tasks of the current personnel, describe the new tasks of the potential new personnel

Describe results and show the business case

Through these steps, the areas and functions that can be replaced by workers with less professionalism can be identified, thus creating savings in the company.

Finally, van Lierop shared two business cases with the participants in which his methodology was applied and provided them with some practical tools to be used to implement the inclusive Job Design:

- Assessment of Quality of work
- Inventory of tasks
- The financial business case for a company



The screenshot shows a presentation slide titled "Assessment of Quality of work" with a subtitle "Scale 1 - 5 (very important)". The slide features a table with four columns: "Element", "Self assessment", "Estimation of a person with an intellectual disability", and "Estimation of a person with ASB". The table has seven rows corresponding to different job elements. The "disworks" logo is visible in the top right corner of the slide.

Element	Self assessment	Estimation of a person with an intellectual disability	Estimation of a person with ASB
1. Completeness of job			
2. No short cyclic tasks			
3. Difficulty of the task			
4. Autonomy			
5. Contact possibilities			
6. Organising tasks			
7. Information supply			

Possible next steps:

The feedback from the participants made it possible to identify some possible future activities related to the workshop:

- Research on the feedback from employers that adopted job customization, such as a follow up research on the effectiveness of this methodology,
- A further meeting/training for EPR members on this topic could be very useful, also a moment to benchmark the results of the use of this methodology on the field.
- A longer/more in depth training could be organized for those organizations that are interested in learning more.

Success factors:

- Employers and employees' commitment to implement Inclusive Job Design;
- Identification of main tools to focus on in order to successfully increase labour participation;



- Efficient interview methodology to recognize areas and functions that can be replaced by workers with lower competences, thus creating savings in the company;
- The abovementioned methodology provided two business cases (successful practices) with practical instruments to reach the inclusive Job Design: assessment of Quality of work, inventory of tasks, and financial business case for a company.

Recommendations for policymakers:

- Establish appropriate recruitment and selection procedures meant for people with disabilities;
- Promote and support the digital transition in work environment to enhance people with disabilities challenges to overcome barriers;
- Implement guidelines for employers to support persons with disabilities' job retention and career development;
- Promote inclusive education and vocational training to prepare the access of people with disabilities to the labour market.

Participants were asked to rate the overall event from 1 (poor quality) to 5 (excellent). The average rating of the event was a **4.5 out of 5**.

