

EPR DISSEMINATION WEBINAR

Change For Inclusion (C4I) Project:

Working towards inclusive workplaces
and shifting the mindsets to implement
an inclusive organisational culture

22 February 2023

10:00 - 12:00 CET

Moderator: Mathias Maucher, EPR



Agenda

10:00 Welcome & Tour de Table
Mathias Maucher, EPR

10:05 Discover the Change For Inclusion Project – Working towards inclusive workplaces
Mathias Maucher, EPR

10:10 Interview Guidelines and Manual: Conceptual reflections + Further developing of Talentoscoop Tool + Experiences when testing it + Planned improvements
Kimberley Desie, Pulso Europe

10:25 Perspective Latvia: Experiences when using the pilot version with employers in Latvia
Katrina Sevruka, SIVA

Q&A from participants

10:35 Concept of “MentorCafé” and training of mentors
Piet Lareu, werkplekarchitekten / Sterpunt Inclusief Ondernemen

10:45 Training of peer mentors: Conceptual reflections on the role of experiential experts + Conceptualisation of training course for experiential experts & first experiences
Patrick Ruppel, GTB

Agenda

- 11:00 Perspective Spain: Experiences with the involvement of peer mentors & the training of peer mentors involved in different activities of Fundación INTRAS**
Pablo Sánchez, Fundación INTRAS

Q&A from participants

- 11:15 Developing a business case: Implementing co-production of services in a service provider organisation: Why does GTB do this and how? What are the first experiences?**
Patrick Ruppel, GTB

- 11:25 Policy recommendations of Flemish project partners**
Patrick Ruppel, GTB

- 11:30 Exchange with participants on the main insights and learnings from the C4I Project and on the transferability of tools developed to other countries**
Moderation: Mathias Maucher, EPR



This project is being carried out with the support of the European Social Fund.
Flemish ESF Call 481 Transnationality V – Project number 9593

Change4Inclusion Project

Key Features

Mathias Maucher, EPR

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Mission statements

C4I Project Partners' Mission Statement

We support employers to create an inclusive organisation culture by offering services, guidance and support, involving peer mentors, for all steps of the transition process to make it a success and sustainable and to change the mindset of the management, the staff and thus of the whole enterprise/organisation

GTB Mission Statement

Our mission:
To help people in vulnerable situations to find and keep jobs.

C4I Project Partnership

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de werkplekarchitecten



SIVA

Labklājības ministrija
Sociālās integrācijas valsts aģentūra



Main Activities & Project Webpage

- Kick-Off Meeting, 8 July 2021 (online)
- Flemish Steering Group (in-person & online, coordinated by GTB)
- Project Partner Steering Group Meetings (online; coordinated by EPR)
- Transnational Project Partner Meetings
 - 29 and 30 March 2022, Jūrmala, Latvia, hosted by SIVA
 - 13 and 14 September 2022, Valladolid, Spain, hosted by INTRAS Foundation
- Quality Assurance Plan
- Communication & Dissemination Plan (including social media channels and posts, infographics, articles in newsletters, in dedicated professional networks and in media, etc.)
- [Project Webpage](#)

Transnational Project Partner Meetings



Jūrmala, Latvia

Valladolid, Spain



Outcomes: Key Deliverables & Evaluation

Deliverable 1: Instruments to measure inclusive enterprises/organisations and inclusion at the workplace: Interview Guideline & Interview Manual

Deliverable 2: Manual/Guidance for Internal Mentors and Training Concept for Peer Mentors (Experts by Experience/Experiential Experts)

Deliverable 3: Co-production of services and strengthened role for experts by experience/experiential experts

Deliverable 4: Making the business case: Business Canvas/Models

Deliverable 5: Policy Recommendations (focused on Flemish stakeholders and institutional setup for labour market inclusion (services))

Deliverable 6: Evaluation Report (Quality; Effectiveness; Innovation; User Friendliness) on Project Deliverables

Evaluation of project deliverables by Committee of Flemish ESF+ Agency: **Full score** 😊

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Rationale & Main Building Blocks

Patrick Ruppel, GTB

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1

Questionnaire to discover the actions needed to build up an inclusive organization



2

Mentor cafés as learning places to become supporters on the employment of people with disabilities

3

Trained experts by experience to foster the mindset on inclusive organisations



4

A new business model canvas for services that support employers in the transition towards inclusive entrepreneurship



FUNDACIÓN
intras

gtb



de werkplekarchitecten

epr
Learning & Innovating Together

SIVA

pulso
Tusseneen bedrijf, tussen twee regeringen

GRIP20
Gelijke rechten 2000-2030

ESF
INVESTEERT IN
JOUW TOEKOMST



Europese Unie



Topics

Why to invest in employers and inclusive organisations?

- The position of GTB
- The Talentoscoop model
- The added value of Change4Inclusion:
 - The interview guideline on inclusion
 - The exclusive position of the experts by experience
 - The mentor cafés
- Transnational experiences from Spain (Intras Foundation) and Latvia (SIVA)
- Policy recommendations
- Discussion



Gevalideerd
ESF-product

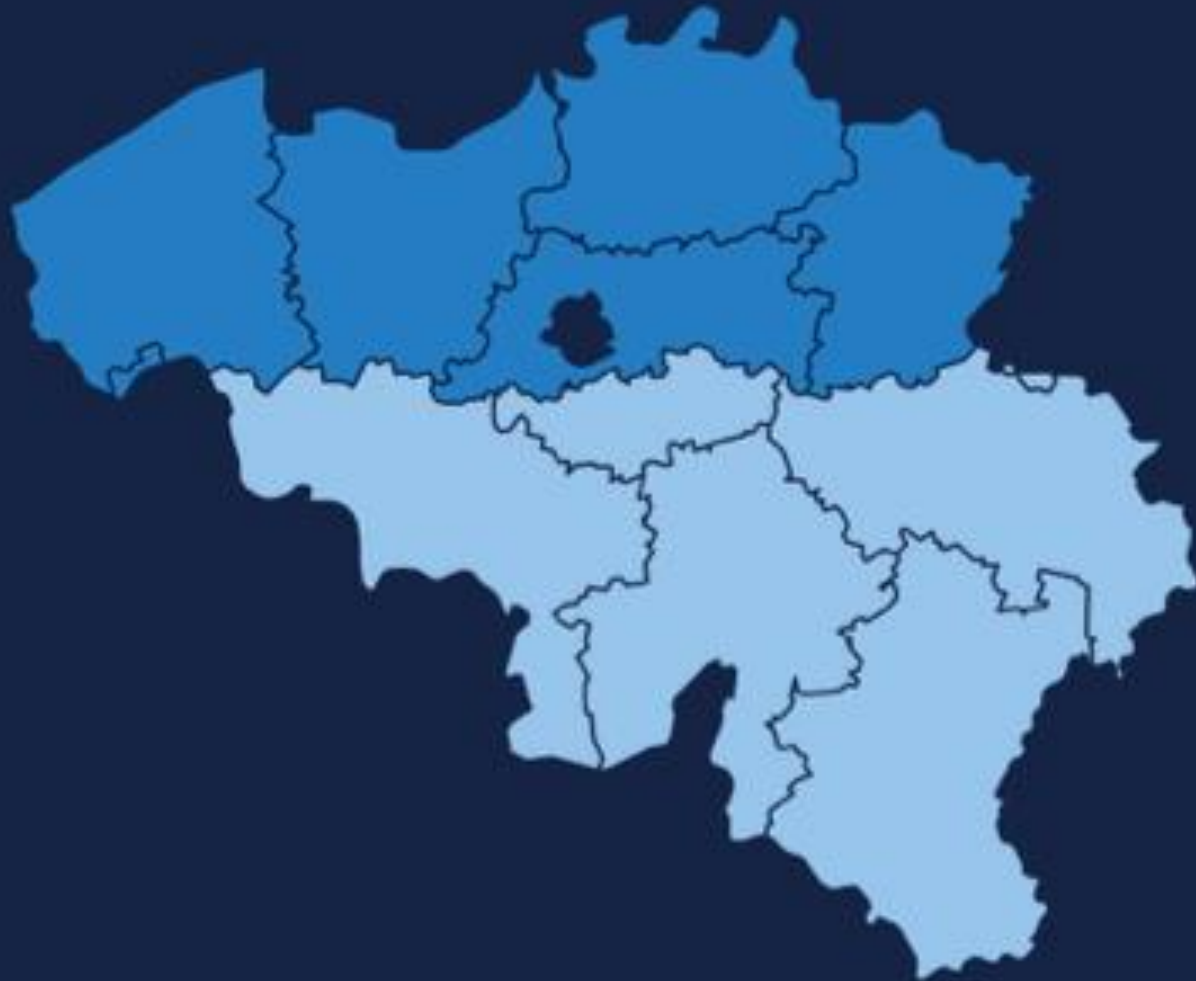
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**GTB – special team to mediate persons
with a disability or a health problem**

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Broader scope VDAB [Flemish Service for Employment and Vocational Training]





Unemployment

Federal matter

- Entire Belgian territory

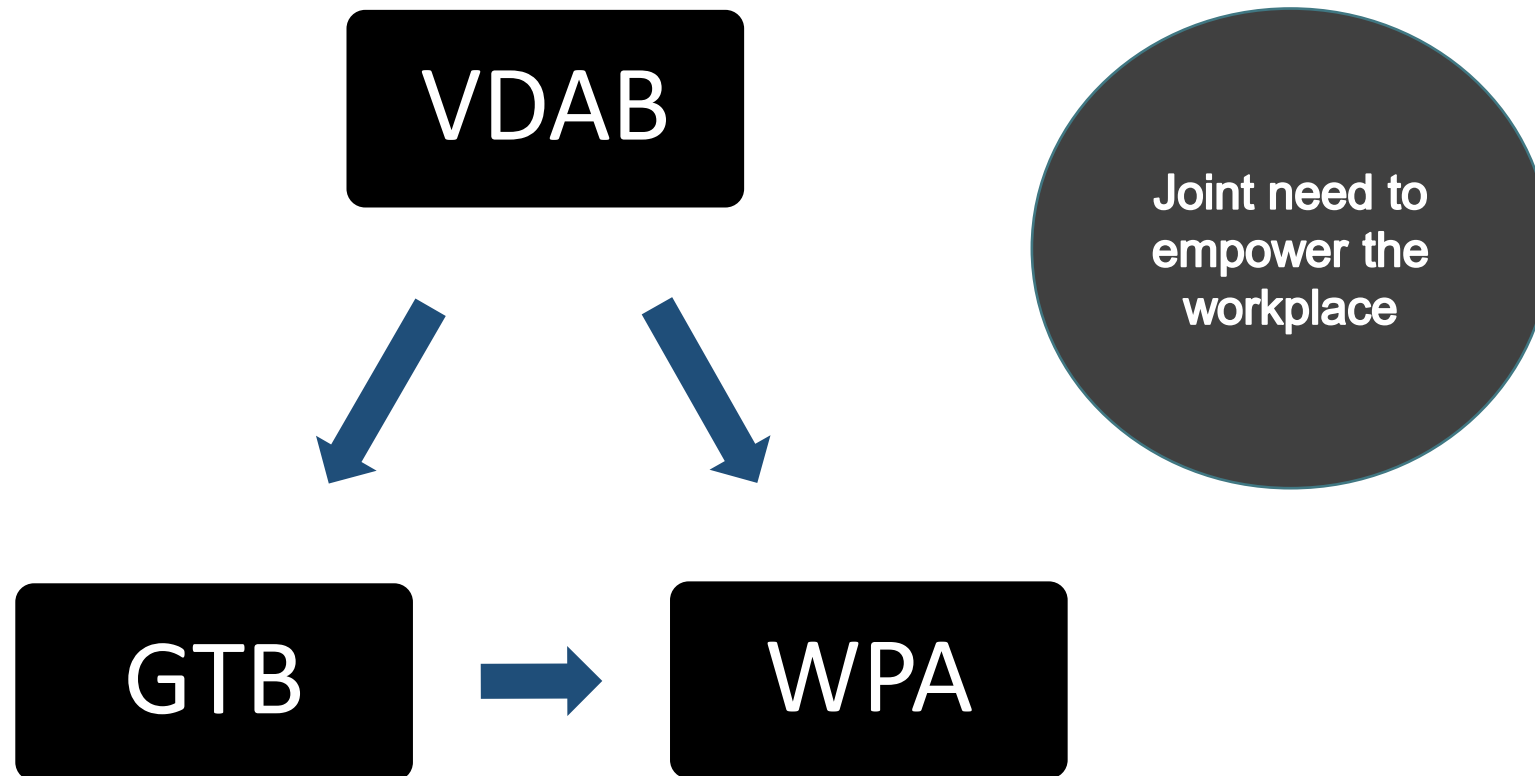
RVA/ONEM

Looking for work

Regional matter

- Flanders: VDAB
- Wallonia: Le Forem
- Brussels: Actiris
- German-speaking Community: ADG

Unemployed people with a great distance to the labour market
(due to a work-related disability) or people on sick benefits



*We support employers to create an
inclusive organisation culture*

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Transnational ESF

Support is needed in helping employers to identify possible areas for job carving, offering preparatory training to people, matching the demands of enterprises and employees/the unemployed, and building well-established cooperation with enterprises linked to outreach activities. In order to enable widespread implementation, guidance must be provided not only to employers and the unemployed and their families, but also to labour market institutions (ESF bodies, Public Employment Services, NGOs, etc.).

HOW?



inter- @ supervision

information



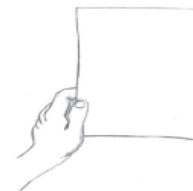
dream detection



consulting process



match report



action plan SPOC



impact evaluation



Talentoscoop – blue print service design

Technical case

Human Resources Management
(HRM)

Transnational
ESF-project 2018-
2020



TALENTOSCOOP
scoop op talent

Moral case

- Organisation culture and structure, with a focus on HRM and leadership
- Policy and strategy of the company
- Improved skills and career development
- Share knowledge and information on decent work and innovative work organisation

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Realised actions in Talentoscoop

Action	2021	2022 (until the end of September)
Job coaching	23	64
Language coaching	14	33
Mentor trainings	10	13
Workplace learning (incl. BVS)	71	164
IBO	21	20
Paid actions	5	85
GTB referral	4	13
Employment	25	65

MORAL SIDE

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2020-2022

Supporting employers towards an
**inclusive organisational
culture.**

*Organisational change
Mentoring
Expertise by experience*

Pulso | EPR | Intras | GRIP | GTB |
SIVA | De Werkplekarchitecten

PRACTICAL SIDE



TALENTOSCOOP

2018-2019

Supporting employers and taking
away their worries in their
HR processes; with special
attention to diversity and inclusive
entrepreneurship.

De Werkplekarchitecten | GTB |
VERSO | HOWEST | EPR | Corvinus
| Inserta | CRPG

AWARENESS



2021-2023

Communication strategies to
convince SME's to embrace inclusion.

INTAMT | THL | Dafür gem.
GmbH | Disworks | GTB |
CEPYME | BCCSL | FORMEM





**Diversity is about being
invited to the party...**

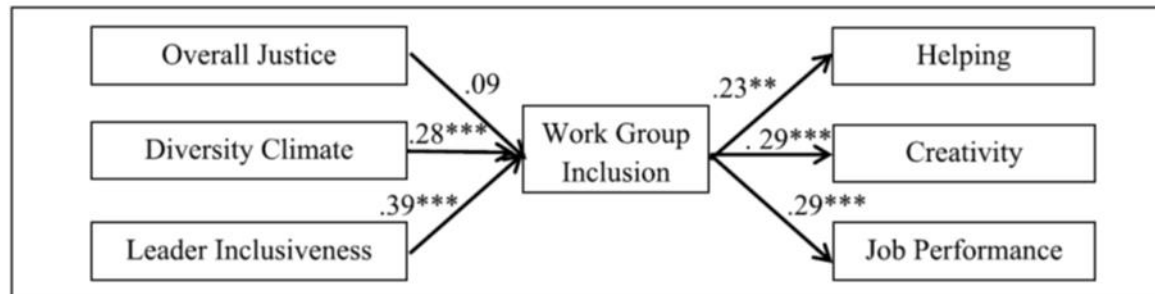
**Inclusion is about being
asked to dance.**

Inclusion climate

- Shared perception of employees about:
 - being able to be themselves /authentic
 - being felt heard
 - involved in decision-making
 - differences are recognised and appreciated



Fairness
Unique
Belonging
Job design



Change4Inclusion Project Interview Guidance & Manual

Kimberly Desie, Pulso Europe

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The interview guideline on inclusion Process



Interview guideline on inclusion - Product



LEADERSHIP

COMMUNICATION

RESOURCES

RISK
AWARENESS

INVOLVEMENT
MANAGEMENT

INVOLVEMENT
COLLEAGUES

Goal: Helping organisations identify needs and opportunities to become more inclusive with the ultimate goal of arriving at concrete & achievable goals in a change process

Product:

- **Four open-ended** questions with subquestions around current vision, approach and future plans around inclusion
- **Scoring self-assessment** of inclusive working Possibility (based on the recorded cut-off score) to take
- **six in-depth questions, 1 per domain**

De Boek et al., 2015

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Interview guideline on inclusion - Product

- What is your definition of inclusion?

Inform them about inclusion for confirmation/as adjustment before asking the next set of questions *(so the content of the concept is understood in the same way by all parties)*

Inclusion is different from diversity.

Diversity is about numbers, specific target groups, ...

Inclusion is about the right for everyone to participate fully in society on an equal footing with other citizens, to live an independent life with equal choices and with respect for individual choices. In simple language, this means: **"You can just participate, you belong and the barriers have been removed".**

- What initiatives are you taking today to be an inclusive organisation? *(for example: organising activities to get to know each other better to eliminate prejudices, tips around what can be communicated to each other (children, garden, hobbies, common elements,...))*
 - What impact do these initiatives have on your employees?
 - What challenges do you experience when investing in inclusion?
- How do you plan to take this forward in the future?
 - Why?
- What aspects do you think are most important when thinking about inclusion? *(For example: people respect each other)*
- What score would you give yourselves as an organisation on inclusion – from 0 (very poor) -10 (excellent).

Guideline: scores of 7 and below we recommend taking the inclusive culture check also within the Talentoscope action plan (see annex 1)

Trends and developments



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Interview guideline on inclusion - Product



Annexe 1 - Inclusive culture check

When a score of 7 or less is given on how they score themselves as an organisation on inclusion, it seems interesting to examine the questions below with the project leader during the Talentscope action plan.

The following 6 questions were designed based on the six domains that emerged from research by xxx as the 6 domains within organisations that play an important role in how inclusive an organisation is and feels to employees.

For these 6 domains, there is always 1 main question and if necessary, enlightening, deepening or interesting, you can also ask the in-depth questions on the next page.

Please give a score on the following questions¹:

1 = Strongly disagree - 2 = disagree - 3 = neutral - 4 = agree - 5 = strongly agree

LEADERSHIP	In my organisation, leaders- <i>employees who have formally been given the role of manager or supervisor</i> - take into account the individual capabilities of each employee.	1 - 2 - 3 - 4 - 5
COMMUNICATION	In my organisation, there is an open atmosphere among colleagues - <i>in the way employees interact with each other.</i>	1 - 2 - 3 - 4 - 5
RESOURCES	My organisation invests in a policy (or strategy) that focuses on respect for each other's differences, where everyone can participate, feels part of the organisation en barriers are being removed (e.g. time, money or effort is invested in an anti-discrimination policy, diversity policy, wellbeing policy).	1 - 2 - 3 - 4 - 5
RISK AWARENESS	In my organisation, managers have a realistic view of the possible consequences of treating employees unequally.	1 - 2 - 3 - 4 - 5
MANAGEMENT COMMITMENT	Management in my organisation is committed to creating or maintaining an inclusive organisation.	1 - 2 - 3 - 4 - 5
INVOLVEMENT OF COLLEAGUES	In my organisation, employees are involved in deploying and achieving an inclusive workplace.	1 - 2 - 3 - 4 - 5

+ In-depth questions related to the Inclusive Culture Check Survey (expanding on previous questions/domain)

Guideline: if a score of 3 or lower is given, we recommend taking the in-depth questions below.

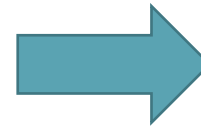
Lessons learned

Expert

- Before administering the interview
 - Manual
 - Training

Companies

- Different maturity level in organisational policies
- Their definition of inclusion
- Differences between countries



Different needs in
approach & action
plan

Interview guideline on inclusion towards taking action

- Various actions aimed at management, HR, Managers and wellbeing agents
- Depending on maturity and interest of the organisation
- Ultimate goal: integrated approach to come to a sustainable, inclusive organisation culture
 - Change process
 - Based on 6 domains
 - Involvement of all actors within the organisation
 - Connected to other initiatives
 - Using experience experts and mentoring cafes

INSPIRATION SESSION

½ DAY

PSYCHO-EDUCATION
FIRST IDEA ABOUT APPROACH

DEEP DIVE

1 DAY

PSYCHO-EDUCATION
ANALYSIS OF INITIAL NEEDS &
GOALS
PRELUDE TO INITIAL ACTIONS

CHANGE PROCESS

1 YEAR

PSYCHO-EDUCATION
ANALYSIS OF NEEDS & GOALS
ACTIONS BASED ON 6 DOMAINS
IMPLEMENTATION
EVALUATION



SOCIĀLĀS INTEGRĀCIJAS
VALSTS AĢENTŪRA

Dissemination Event for Change4Inclusion Project

SIVA experience

Katrina Sevruka

katrina.sevruka@siva.gov.lv

22.02.2023



Change4Inclusion Project Interview's Pilot Latvia

Participants: 3 organisations

Time for each interview: 20 to 40 mins

General mood: curious, interested, sometimes sceptical

Format: remotely via Zoom

Process:

- Translation
- 1st interview
- Corrections
- 2 more interviews



Change4Inclusion Project Interview's Pilot Latvia

Common things:

- Uniqueness
- Valuing skills not the background
- True interest

Feedback:

- Personnel evaluation needed
- The questionnaire addresses the most “painful” question – staff recruitment and selection



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Mentoring Inclusive Workplaces

Piet Lareu, werkplekarchitekten (workplace architects) / Sterpunt Inclusief Ondernemen

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Mentoring inclusive workplaces



Goal: To support companies in their growth into an inclusive workplace, where every employee feels welcome, accepted and valued

Training (internship) mentor → mentor café

Mentor cafés



Short, question-oriented (online/physical) sessions

For mentors, company-internal coaches, ...

Intervision or case discussion with numerous useful tips & tricks

Led by experienced job coaches (intervision coaching)

Explanation/discussion interview guide

Mentor café



Layout of Mentor Café sheets in relation to sharing and reinforcing 'good practices':
General (no theme)
Giving feedback as growth
Dealing with a new language in an impactful way
Occupational disability and work

What is experiential expertise?

Experiential expertise is the use of experiential knowledge by people who themselves live and work in a disability situation.

The following elements are therefore important:

1. Experiential knowledge is different from, but not opposed to, professional knowledge. We will have to use them both to set up and organise a good coaching process.
2. This experiential knowledge is formulated and shaped by the experiential experts themselves. It is a specific form of expertise.

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Bringing in Experts by Experience

Patrick Ruppel, GTB

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Experimental expertise

By using experiential knowledge with regard to

- ✓ Employers
- ✓ Mentors
- ✓ the workplace in connection with the implemented action plan and broader through testimonials + contribution to information and study days

We strengthen the mindset to an inclusive organizational culture via

- ✓ change of perspective on meaningful paid work
- ✓ possibilities of a strong learning culture in the workplace
 - Talent development
 - Including job design

Challenges

- ✓ Strengthened experience experts through training and coaching
- ✓ The network of experts by experience
- ✓ Only achieved through cooperation
 - User organisations – GTB – WPA
- ✓ Monitoring of the results



Products

Tailored training package

Connecting professional and experiential knowledge

Available in Dutch and English

Policy vision within GTB -> strategic action plan

Supported Business Model Canvas to expand the service

Start of a network pool

Peer2Peer Project

Summary Information & Giving a role to peer mentors in services

Patrick Sánchez, Fundación INTRAS

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... Because who knows better about recovery in mental health than a person who has been there. PEER2PEER enables these individuals to use the knowledge they gained to support others.



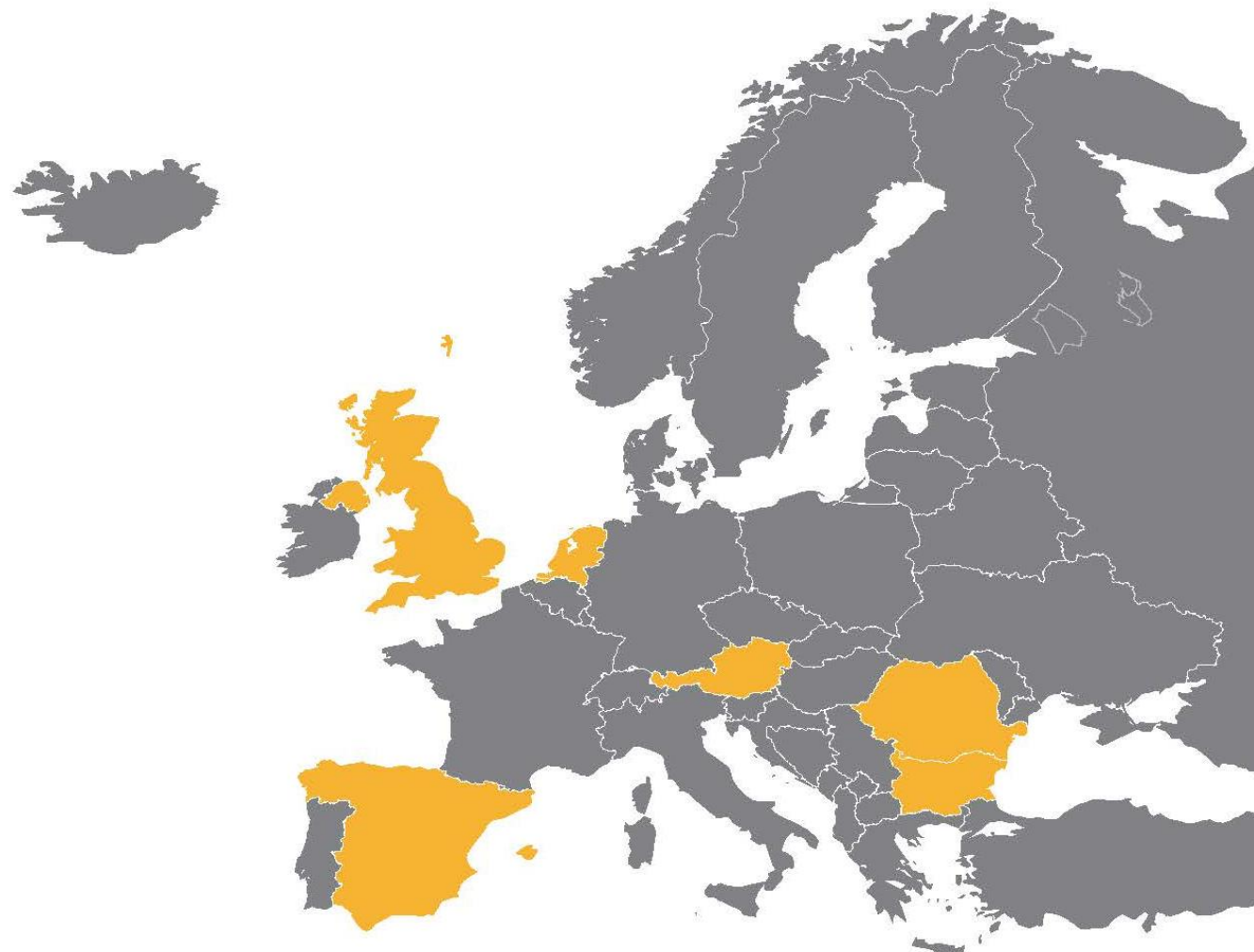
Peer2Peer

A route to recovery of people with mental illness through peer support training and employment.





Eight organizations from Europe have been working together on recovery and peer support. (Spain, Netherlands, Romania, Austria, Bulgaria and United Kingdom)



Project coordinator

FUNDACIÓN INTRAS
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Project partners

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**Lifelong
Learning
Programme**

This project has been funded with support from the European Commission – Leonardo Da Vinci Programme. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

PEER2PEER IS A VOCATIONAL TRAINING COURSE.

"Peer2Peer is more than a course, it promotes **personal growth**, it is an **employment opportunity** and an **anti-stigma campaign** itself".

'There is a great deal of **strength gaining** in knowing someone who has walked where you are walking and who now has a life of their choosing.'

Peer support is about **wellness**; there are plenty of people to focus on an individual's illness.'

**FOR PEOPLE WITH MENTAL ILLNESS,
THE RECOVERY PROCESS IS A UNIQUE JOURNEY.**



BUT OFTEN, THESE JOURNIES HAVE COMMON THEMES.



AIMS

- **Training:** Peer2Peer provides high quality peer support training and experience for people with mental illness. It empowers them with the skills and confidence to gain access to employment.
- **Support:** Peer2Peer encourages people with mental illness to support one another and view their experiences as a resource for recovery. It facilitates a structured support system for people with mental illness.
- **Recovery:** Peer2Peer supports individuals as they progress further along their path to recovery. It encourages recognition and awareness of the importance of peer support in the recovery process.
- **Innovation:** Peer2Peer transfers and shares skills amongst partner organisations to create an innovative approach to mental health policy and recovery. It facilitates the implementation of the peer support model across Europe.



Lifelong
Learning
Programme



Individuals successfully completing the course will be able to:

- **Understand the recovery approach in mental health**
- **Explain peer support and its role in recovery**
- **Demonstrate the development of relationships based on peer values**
- **Apply theories and concepts in the peer support role**
- **Demonstrate an awareness of how to practice safely and effectively in the formalised peer support role**

These five learning outcomes are delivered through the Peer2Peer course which comprises 12 sessions of three to four hours.



19 training courses in
the last 6 years with
103 trainees

TO FIND OUT MORE ABOUT
PEER2PEER GO TO



<http://p2p.intras.es>

Change4Inclusion Project

Making the business case: Business Model Canvas (GTB)

Patrick Ruppel, GTB

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Change4Inclusion Project Policy Recommendations

Patrick Ruppel, GTB

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Policy recommendations



Professional and experiential knowledge needed to realize an inclusive organisational culture.

Need for integrated collaboration between user organisations, GTB, WPA and commercial partners.

Motivated/meaningful work as a motor for inclusion must be shown and monitored.



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Discussion

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THANK YOU

