



Inclusive Job Design

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Inclusive Job Design

Introduction

Inclusive Job Design is the comprehensive term for an employer-oriented method to create permanent jobs for people with disabilities whose chances on competitive employment are quite low.

Based on the questions 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 work for which they are trained. And in the same time, the simple tasks for which they are too high educated, will be combined into functions that are suitable for people with disabilities who are now outside the labour market: regular and lasting functions that will be part of the company.

The purpose of Inclusive Job Design for companies is to support companies to fulfil their tasks on social responsibilities and/or national incentives and regulations to employ persons with a large distance to the labour market and in the same time to use staff more efficiently. Where possible, for less costs without compromising in production or leading to higher returns: the added value needs to be clear for the company.

The rationale

In recent years, functions in companies have become increasingly complex. Employers benefited of organising a workplace where the same person could perform as many tasks as possible. This increased the flexibility and deployability of personnel. Workers also benefited; they asked for more responsibility, more variety, more contact with others and more challenging work.

Functions were therefore increasingly organized on the basis of this complexity and job requirements developed along with this. This led to a situation where workers needed increasingly higher education requirements in order to be capable of fulfilling a certain position.

The complexity of the functions also leads to a situation where employers have to deal with a lot of expensive personnel. And also, they constantly have to find employees who meet these high education requirements. That is not always easy, especially in the process industry, healthcare and metal we see skill shortages arise.

Another effect of this development is that there is a growing number of persons who are not able to perform these more complex jobs and therefore they can't find suitable employment on the regular labour market. These persons have therefore a large distance to the labour market often caused by a disability. They are designated on jobs with low responsibility, low degree of flexibility, no work pressure, etc. Therefore they do not meet the performance demands.

It is the growing group of employees that previously could work in companies in more simple, repetitive jobs, but no longer can keep up and has gone outside the labour force; staff that nowadays usually only can function in sheltered environments.

Methodology

Companies are not waiting for employees who cannot keep up, since it leads to a decreased production and that will have an impact on the profit and loss account of the company.

We now know that these workers can keep up as long as they perform work that suits them. And that work has usually become part of the complex functions of qualified staff. The Disworks method of Inclusive Job Design anticipates this. In Inclusive Job Design, the more complex tasks can be distinguished from the less complex tasks. Therefore, the processes and tasks are examined. One thing is important: whatever changes, the processes that take place in the company, need to retain the level of before or increase the level of productivity where possible. There should be a positive business case for the employer. Since these new jobs for persons with disabilities exist of regular work activities, these new created jobs are expected to be sustainable.

Simple tasks carried out by different personnel are combined into one or more new positions and re-incorporated into the work and the work processes. Characteristics of these new jobs are that they can be learned in practice, with low responsibility, very structured and clear, less work pressure and autonomy. The characteristics of these jobs fit with the possibilities of workers who cannot cope with the current work processes and the current work force demands. Think of people with intellectual disabilities, mental illness, and employees of sheltered workshops.

The skilled workers can then concentrate on the more complex tasks of their position. The latter are happy, so has learned the experience. They now come to the work for which they are trained and do not have to bother anymore for "all those incidentals" in their position.

The paradigm shift

In implementing these new jobs and employing persons with a large distance to the labour market the employer has to recognize that there could be some resistance in the organization in relation to this new social policy. Within the Disworks method of Inclusive Job Design, techniques are used to involve the employees to reduce the possible resistance.

This way of looking at the work requires a different perspective of the employer. On the one hand it needs an open view of the employer to people who are outside the regular labour market and create the possibility for them to be part of. On the other hand it needs an open view of the employer to look at a different way to organize their own work and work processes.

Though, if they indeed create a different way of working by using Inclusive Job Design, they can:

- realize a greater return with constant costs
- continue to do the same work with fewer skilled workers and lower costs
- comply with national incentives/regulations on the employment of persons with disability

And employers can fulfil their corporate social responsibility: an increasingly important indicator for contracting parties.

Some examples

Company A produces computer chips; a process industry with a high-tech character. The tasks of the operators of the machines that make the chips are analysed and broken down. The logistical tasks, meaning the retrieval and removal of materials are separately organized, on the basis of this analysis. These tasks are now performed by a number of employees with a sheltered workshop background. Less highly educated process operators are needed.

Company B has a capacity problem within a team of secretaries. There is an application for an extra secretary. Though by separately grouping all strong interfering tasks, and combine them to a new job a person with a disability, there is a business case for the employer, and a sustainable job created for a person with a disability who is now outside of the labour market.

Hospital C has an X-ray department where qualified radiographers carry out all work. By analysing the work on the X-ray department and redesign the work processes, it was possible to perform the work by one qualified radiographer instead of two radiographers. An unqualified worker with a disability can perform the preparatory work and finishing work. When staff turnover happens, this will be implemented: a positive business case.

Inclusive Job Design: the possibilities

There are different ways to make use of the methodology of Inclusive Job Design:

As an employer, it is possible to ask for a scan or analysis of the company. It is also possible to train own staff in using the methodology or to ask for guidance & support while implementing the methodology in the company.

As a consultant, it is possible to become an Inclusive Job Design Creator. It is also possible to become Trainer in Inclusive Job Design. And, for those with a university degree, it is possible to become Advisor of companies in Inclusive Job Design.

Follows now a description of the different possibilities.

Inclusive Job Design in Companies

Activity	Explanation	Costs and and Conditions
A Quick Scan of your company	Company Advise of the possibilities for Inclusive Job Design in the different departments of the company	2500 € excl. VAT
An Analysis of a department	Company Advise of the possibilities on the specific Department of the company, including the costs and the benefits for the company	1250 € excl. VAT
Workshops Inclusive Job Design, - for Managers - For HR personnel - For Supervisors	A half a day learning session about the background of Inclusive Job Design including a first view of the possibilities within the company	750€ excl. VAT
In house training Inclusive Job Design	A three days course in Inclusive Job Design, being able to carry out an analysis and formulate an advice. Maximum number of participants: 12	4000 € excl. VAT
Implementation of Inclusive Job Design in the company	Guidance & Support of staff in the process of scanning and analysing companies and departments in defining the possibilities, including the costs and the benefits	Price depending on number of scans. Per scan 300 € excl. VAT

Inclusive Job Design Creator

As a consultant, it is possible to become an Inclusive Job Design Creator.

Activity	Explanation	Costs and and Conditions
Training Inclusive Job Design	A four days course in Inclusive Job Design, being able to carry out under guidance an analysis and formulate an advice.	1500 € excl. VAT
Certificate Inclusive Job Design Creator	A proof of competence to be able to carry out independently and without guidance an analysis and formulate an advice.	300 € excl. VAT
Accreditation	In order to continue as a Certified Inclusive Job Design Creator, a yearly proof of competence needs to be carried out: one complete advice including all materials underlying the advice needs to be delivered, in English.	No costs
Input of expertise Disworks	When necessary Disworks can be asked for expert opinion	Hours depending on demand. Hour rate: 125 € excl. VAT
Two yearly international conference on Inclusive Job Design	A two yearly international conference on Inclusive Job Design where Advisors, Trainers and IJD creators meet and share experiences and learn about the latest developments.	Costs for travel & subsistence Costs for joining the conference: ????
Use of materials	Making use of the materials Inclusive Job Design	No costs Commitment to create a database with cases Commitment to deliver yearly overview of cases in English

Advisor in Inclusive Job Design

As certified Inclusive Job Design Creator, it is possible to follow to become Advisor of companies in Inclusive Job Design.

Activity	Explanation	Costs and and Conditions
Training Advisor in Inclusive Job Design	A five days course in guidance of companies when implementing the methodology of Inclusive Job Design in the company. The training will consist of all elements of the Inclusive Job Design Model.	2500 € excl. VAT Condition: university degree
Accreditation	In order to become an accredited Advisor in Inclusive Job Design, an intervision is carried out during the first two assignments. The intervision consists of face-to-face meetings on Skype.	500 € excl. VAT
Input of expertise Disworks	When necessary Disworks can be asked for expert opinion	Hours depending on demand. Hour rate: 125 € excl. VAT
Two yearly international conference on Inclusive Job Design	A two yearly international conference on Inclusive Job Design where Advisors, Trainers and IJD creators meet and share experiences and learn about the latest developments.	Costs for travel & subsistence Costs for joining the conference: ????
Use of materials	Making use of the materials Inclusive Job Design	No costs Commitment to create a database with cases Commitment to deliver yearly overview of cases in English

Train the trainer

As Certified Inclusive Job Design Creator, it is possible to carry out trainings in Inclusive Job Design.

Activity	Explanation	Costs and and Conditions
Train the Trainer in Inclusive Job Design	A three days course in training Inclusive Job Design, including Certificate.	2500 € excl. VAT
Intervision during first training Inclusive Job Design	Intervision and feedback sessions during first training.	500 € excl. VAT and costs for travel & subsistence
Licence to train the Disworks method of Inclusive Job Design	Making use of the knowledge and materials of Disworks, including the right of receive updates and advice where necessary	20% of the price the participants pay
Accreditation as Trainer	In order to continue as an accredited Trainer in Inclusive Job Design Creator, a written feedback of every training needs to be completed.	No costs Commitment to feedback Commitment to create a database with cases Commitment to deliver yearly overview of cases in English
Two yearly international conference on Inclusive Job Design	A two yearly international conference on Inclusive Job Design where Advisors, Trainers and IJD creators meet and share experiences and learn about the latest developments.	Costs for travel & subsistence Costs for joining the conference: ????