

DESCRIPTION OF THE PRACTICE	
1. Title of the practice	
Diswork: a new methodology to create new sustainable jobs for people with disabilities	
2. Organisation responsible for the practice	
Diswork	
3. Contact person(s)	
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4. Summary of the practice	
<p>The 'Diswork' Approach takes places nationwide. 'Diswork' is neither a system nor an organisation. It is a working approach based on concrete training material. In the new Dutch law, people with disabilities are referred to social services, who are increasingly using this approach. It corresponds to a paradigm shift with a demand-driven approach, starting with the employer's needs.</p> <ul style="list-style-type: none"> • 'Diswork' targets regular employers, public social services and public as well as private service providers for people with disabilities. • The 'Diswork' Approach aims to create new and sustainable jobs in the regular labour market for people with disabilities. <p>Following the 'Diswork' Approach, employers, social services and service providers are trained, advised and coached on how to create new sustainable jobs for people with disabilities. The perspective of the employer is the starting point, while the capabilities of people with disabilities is the starting condition. Building a positive business case for the employer is a necessary condition so the initiative is successful.</p> <p>Unlike job carving, which consists of tailoring a job so that it is suitable for a particular worker¹, the 'Diswork' Approach creates new jobs for a large group of people with disabilities, which makes the overall chain of jobs more sustainable. When one employee with a disability leaves, the employer does not need to worry about the match between job and new candidates: there will be many others who will fit in the job.</p>	
5. National/regional/local context of the practice	
<p>National policies provide a strong incentive to support the integration of people with disabilities in the labour market. In 2015, the Participation Act and the Quota Act were enforced, according to which employers and trade unions agreed to create 125.000 jobs for people with disabilities by 2026. Failure to comply with the planned job creation schedule by 2017 will see employers required to have 5% of the workforce consisting of people with disabilities.</p> <p>The Ministry of State for Social Affairs and Employment encourages employers, public social services and public service providers to join the Locus Networks, which includes financial incentives. There are different reasons for that:</p> <ul style="list-style-type: none"> • They make use of best practice, successfully proven in local contexts; • Employers do not have to deal with a large number of local service providers, each having their own agreements and conditions, as there is one agreement per company, valid nationally. 	

¹ <http://base-uk.org/employers-recruitment-jobcarving>

The starting point is the employer with his/her needs along a demand-driven approach, taking into account employers' needs first.

The reasons for starting this initiative are threefold:

- 1) There has always been a focus on the individual with a disability when looking for work in the regular labour market. Methods like job carving focus on the individual and try to 'convince' the employer to adapt the work in order to create a job for this individual. The needs of the employer are hardly taken into account when looking for work.
- 2) Service providers focus on 'placing' their target groups, regardless of whether or not this placement will lead to a positive business case for the employer, even though profits are regularly an employer's primary interest.
- 3) There are many opportunities in the labour market. When working, many employees work 'below' their educational level/level of experience. In some cases, employees spend more than 30% of their time carrying out work at a lower level, and only 70% on their 'core' level. When rearranging this work, the 30% 'lower level work' can be carried out by somebody else, e.g. a person with a disability that does not fit in the current jobs, but for sure is able to carry out the '30% work'.

6. Staff involved

The people involved include: individual employers, employers' organisations, umbrella organisation of service providers, individual service providers, and educational organisations.

The 'Diswork' Approach is carried out by Diswork and involves:

- Service providers;
- The educational and training centre of public service providers;
- Various employer organisations;
- Individual public service providers;
- Cooperation is starting with Maastricht University, who is setting up a Centre of Expertise in Inclusive Workplaces.

The 'Diswork' Approach will be part of future research in order to create evidence.

7. Target group

The programme is addressed to any person with a disability who wants to work.

8. Aims of the practice

The aim of the Diswork Approach is to increase the number of sustainable (and thus profitable) jobs on the regular labour market that fit the competences of people with disabilities.

9. Issues for social services

Service Integration/ Cooperation across services		Service Planning		Contracting	
Technology		Skills development (of the workforce)		Quality of services	
Others: active inclusion	x				

ANALYSIS OF THE PRACTICE

10. Status

Pilot project (ongoing)		Project (ongoing)		Implemented practice (restricted areas)	
Pilot project (terminated)		Project (terminated)		Widely spread practice/rolled out	

11. Scope of the practice

Describe the setting of the practice, considering the following criteria:

- *Micro level practice:* practice that involves individuals at local level
- *Meso level practice:* practice that involves organisations or communities
- *Macro level practice:* practice that involves large population groups

The 'Diswork' Approach is a nationwide initiative. See sections 4 and 5.

12. Leadership and management of the practice

Description of the leadership of the practice, considering the following criteria:

- *Collaborative management:* shared between large partnerships, often of central, regional and local representation
- *Organisational management:* by one organisation
- *Professional management:* managed by a single person
- *Shared management:* shared with no defined leadership

The implementation of the 'Diswork' Approach is led by the directors of the different parties involved.

By setting up a training programme, using the theory of **job differentiation, lean management** and **organisational change**, employers who are willing to open their doors for people with disabilities can learn how to create jobs for them, with a positive business case for them as employers: a win-win situation.

And, by offering this training programme also to social services and service providers, it is possible to create a **paradigm shift** in their thinking, and start up to be a partner for the employer in creating new jobs, instead of the role they currently have in the eyes of many employers.

13. Engaging stakeholders in the practice

Description of the engagement of stakeholders, considering the following criteria:

- *Individual practice:* individuals have sought practice change
- *Network approach:* one or more organisations develop a network
- *Collaborative approach:* large collaboration with relevant stakeholders

Collaborative approach – see sections 5 and 6.

14. Involvement of service users and their families

Description of the involvement of service users, considering the following criteria:

- *Team involvement:* service users and carers were part of the practice team
- *Consultative:* a consultative body of users was set up for an on-going dialogue and feedback
- *Involvement in care:* person-centred approaches to care/support

The 'Diswork' Approach is focused on employers and public services. For instance, if an employer is willing to re-arrange given work structures and procedures, Human Resources and Management can meet with potential candidates. Together, they will make clear what works for them in the workplace, and what does not. This helps when creating sustainable jobs for specific target groups.

15. Costs and resources needed for implementation

Description of how the practice is financed, considering the following criteria:

- *Within existing resources:* staff time and other resources are provided 'in-house'
- *Staffing costs:* costs for staff investment
- *Joint/Pooled budgets:* two or more agencies pool budgets to fund services
- *Funded project:* external investment

The initiative is partly funded by the national participating organisations, partly by employers and service providers need to pay for participation. The costs of a training and guidance programme depend on the needs of the organisation and vary between EUR 5,000–10,000.

16. Evaluation approaches

Description of the evaluation method of the practice, considering the following criteria:

- *Multi-method:* use of both a qualitative and a quantitative approach
- *Single method:* qualitative or quantitative approach
- *Audit:* looks at data sources such as existing medical records, and/or other routinely collected service data.
- *Informal:* refers to in-house service evaluation using locally designed tools and/or collecting opportunistic feedback
- *No evaluation*
- *An evaluation is planned*

Figures are sampled by asking trained staff. Success stories have been gathered in the same format to work on increasing evidence.

17. Measurable effects of the practice and what it has achieved for...

Service users	The 'Diswork' Approach has led to the creation of hundreds of new sustainable jobs in the regular labour market for people with disabilities.
Formal care givers	n. a.
Informal carers	n. a.
Organisations	The 'Diswork' Approach has led to the creation of hundreds of new sustainable jobs in the regular labour market for people with disabilities.
Other	n. a.

18. Anticipated or 'aspirational' effects of the practice and what it has achieved for...

This category can include outcomes which are not documented, quantified or properly evaluated. They can include such elements as improved knowledge, quality, workforce, etc.

Service users	Service users find work in the competitive labour market, and occupy jobs that did not exist previously. Most of the service users were either working in sheltered workshops or not in employment at all.
Formal care givers	n.a.
Informal carers	n. a.
Organisations	Employers begin to see new opportunities in their own organisations.
Other	n. a.

19. How the practice has changed the way the service is provided (lessons learned)

The 'Diswork' approach epitomises a paradigm shift towards a demand/employer-driven approach to the employment of persons with disabilities.

20. Sustainability of the practice

Description of whether the practice is sustainable, considering the following criteria:

- *Potential for sustainability:* practice was newly started or is on-going/not yet mainstreamed. How could the practice be sustained (in terms of resources)?
- *Organic sustainability:* service users have been empowered to take the practice forward
- *Established:* the project has been operational for several years

Many employers and social services have requested training along the 'Diswork' approach, proving its success in practice.

21. Transferability of the practice

Description of whether the practice has been transferred, considering the following criteria:

- *Transferred:* transfer to other regions, countries, service user groups, etc.
- *Potential for transferability:* there is interest from the outside; elements of the practice have been taken up and used elsewhere; material for transferability (for ex. training material) has been developed

Contacts have been made in other countries, notably in Belgium, Estonia, Norway, and Portugal. In Estonia, Diswork trained a service provider and their staff, including the staff of some Finnish service providers. When reporting about their results within a specific format, most of them showed positive business cases when using the 'Diswork' Approach.