

## DESCRIPTION OF THE PRACTICE

### 1. Title of the practice

- *'JOBstien – AN EMPLOYMENT PATHWAY FOR PEOPLE WITH DISABILITIES'* -

### 2. Organisation responsible for the practice

Aarhus municipality, Denmark

### 3. Contact person(s)

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### 4. Summary of the practice

'Job path' is offered by the Employment Department of the municipality of Aarhus in close cooperation with the social services department, as well as several public and private stakeholders and companies. Social services offer courses to people with disabilities who want to work in the ordinary labour market. These courses address language and communication, presentation and presence, hygiene, behaviour and body language, meeting stability, order, rules and understanding the labour market.

The aim of 'Job path' is to shift from sheltered employment provision to create jobs in the ordinary labour market for people with disabilities and to support people in succeeding in their job.

### 5. National/regional/local context of the practice

Both policy and legislation support the integration of citizens with disabilities into the ordinary labour market.

The **Consolidation Act on Social Services** provides an opportunity to support citizens through education and training courses to learn how to succeed in the labour market. The law also foresees the provision of educational assistance directly to the citizen at work.

The **Act on active employment** makes it possible to provide citizens with practical training courses in companies and also the opportunity to support citizens at work, for example, with mentoring and other practical support.

The **Act on active social policy**, together with the Social Pensions Act, foresees a basic level of income in case work does not generate sufficient income. Social pension is DKK 17,925 (EUR 2,402). Social security payments depend on age: DKK 6,992 (EUR 937) for those under 30 years old; DKK 10,849 (EUR 1,454) for over 30 years old.

The law makes it possible to compensate the employer in relation to wages. It also allows the individual to receive an adjusted hourly wage while citizens receive disability benefits. Compensation is paid as a grant per worked hour. People with disabilities can have 'flexible' jobs ('flexjobs') where weekly hours may vary from one to two hours to close to full-time. 'Flexwages' are attached to these flexible jobs giving citizens the necessary basic support.

### 6. Staff involved

'Job path' is managed by the Employment Department of the municipality of Aarhus.  
**Social services** contribute preparatory courses for people with disabilities who want to work in the ordinary labour market. These courses address language and communication, presentation and presence, hygiene, behaviour and body language, meeting stability, order, rules and understanding the labour market.

### 7. Target group

'Job path' has been directed at people with learning disabilities. Following positive results, the offer has therefore been extended to people with developmental disabilities such as autism.

### 8. Aims of the practice

'Job path' was established with the objective to shift from the provision of sheltered employment to supporting people's integration in the regular labour market and consequently, their autonomy. The driving force has been the desire to support the citizen in being active and participating in the community.

The final aim is employment in the regular labour market, on the same grounds as any other worker, and allowing people to support themselves as much as possible.

### 9. Issues for social services

<b>Service Integration/ Cooperation across services</b>		<b>Service Planning</b>		<b>Contracting</b>	
<b>Technology</b>		<b>Skills development (of the workforce)</b>		<b>Quality of services</b>	
<b>Others: active inclusion</b>	x	<b>Employment of people with disabilities</b>	x		

## ANALYSIS OF THE PRACTICE

### 10. Status

Pilot project (ongoing)		Project (ongoing)		Implemented practice (restricted areas)	x
Pilot project (terminated)	x	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:* a practice that involves individuals at the local level
- *Meso-level practice:* a practice that involves organisations or communities
- *Macro level practice:* a practice that involves large population groups

This programme takes place in the municipality of Aarhus.

## 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

'Job path' is led and managed by the employment department of the municipality with the support of the social services department (see section 6).

## 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

'Job path' is led and managed by the employment department of the municipality, with the support of the social services department (see section 6).

In addition, 'Job path' works in close cooperation with **businesses** (59 public and private companies), considering that social inclusion is largely dependent on the company's willingness to help create the necessary space for the person and on the company's ability to understand their specific needs. A 'Job path' business consultant visits the company, prepares, and informs them regarding the meaning and implications of being a disabled person. The consultant creates the conditions for a dialogue with individual citizens who would like to work in the company.

The company and its employees are thus prepared to welcome a disabled person as an employee and a colleague and ready for the particular challenges they may face in order to perform their job.

## 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 ongoing dialogue and feedback
- *Involvement in care:* person-centred approaches to care/support

The person is involved partly through direct dialogue and collaboration about the opportunities available in the labour market, the preparation of an action plan in relation to future work, and how to best support their participation in the labour market.

The action plan always starts with testing through subsidised job training. The person can enjoy various placements to try out different opportunities in terms of jobs and functions.

### 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

'Job path' is funded by the City of Aarhus.

The total gross cost of 'Job path' is estimated to be DKK 4 million per year (EUR 536,000). The net cost is 0.5 million DKK per year (EUR 67,000).

This programme has yielded DKK 3.5 million in annual savings for the municipality, resulting from lower expenses compared to a sheltered workshop and from the sale of the building that used to host the workshop.

'Job path' currently has 5 employees:

- Three employees supporting the person in the workplace.
- Two business consultants who both seek out businesses to create new job opportunities and support the company in having citizens with disabilities as employees.

### 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:* a 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*

The programme has been evaluated on an annual, both quantitative and qualitative basis, relying on a 'data register' tracking the number of beneficiaries of this programme. The quality of offers their effects and the organisational settings of the programme are also looked at.

The goal was to get 140 people into jobs by the end of 2015. Between May 2013 and today (September 2015), 144 people have found employment thanks to 'Job path'. 114 people have received continued support through 'Job path', while the 30 others are either in employment on special terms and arrangements, or in sheltered employment.

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

Service users	'Job path' has brought more than 100 people with disabilities in permanent employment. Another 80 people are on the way to employment through job training and other types of training.
Formal care givers	n. a.

Informal carers	n. a.
Organisations	This programme has yielded DKK 3.5 million in annual savings for the municipality, resulting from lower expenses compared to a sheltered workshop and from the sale of the building that used to host the workshop.
Other	n. a.
<b>18. Anticipated or 'aspirational' effects of the practice and what it has achieved for...</b> <i>This category can include outcomes which are not documented, quantified, or properly evaluated. They can include such elements as improved knowledge, quality, workforce, etc.</i>	
Service users	People on the programme learn to evolve next to others and experience what it means to be a colleague and to have colleagues. 'Job path' creates the basis for social inclusion and improves their quality of life.
Formal caregivers	n. a.
Informal carers	n. a.
Organisations	<p>For businesses and municipalities, the 'Job path' is the opportunity to contribute actively to social inclusion and to help to ensure people's participation in social communities while strengthening their own citizenship.</p> <p>Both citizens and companies have reported positive effects of 'Job path': Thomas Uth, regional manager in a private company: "Donald is the best shelf trimmer. No one is better at it than him - it can be clearly seen in the store".</p> <p><i>Citizens with a better quality of life: see video (in Danish)</i>  <a href="http://www.tv2oj.dk/artikel/166817:Aarhus--100-udviklingshaemmede-i-job">http://www.tv2oj.dk/artikel/166817:Aarhus--100-udviklingshaemmede-i-job</a></p>
Other	n. a.
<b>19. How the practice has changed the way the service is provided (lessons learned)</b>	
<ul style="list-style-type: none"> <li>• <u>Inclusion in the regular labour market for all</u>: 'Job path' has shown that even persons requiring a considerable amount of support on the job could be brought into the regular labour market, assuming the necessary support is provided to both the person and the company.</li> <li>• <u>Expanding 'Job path'</u>: Building on the experience of 'Job path', Aarhus is now working on creating jobs and supporting employment for people with developmental disabilities.</li> <li>• <u>Creation of a new programme in Aarhus</u>: Thanks to 'Job path', the municipality has developed an OCN*-based job-training program: Labour Preparatory Course.</li> </ul> <p>* The Open College Network (OCN) is a movement developed to recognise informal learning achieved by adults. The first organisation of this type was created in 1981 in Manchester, UK.  <a href="https://ocn-danmark.dk/">https://ocn-danmark.dk/</a></p>	

## 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 ongoing/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

'Job path' is being implemented with success.

Citizens benefitting from the 'Job path' programme can be supported on the job as long as required.

'Job path' is based on close cooperation between citizens, businesses and the public sector, with a strong focus on **creating the right match between the person and the business** and ensuring the necessary support for the individual.

## 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

Similar offers are found throughout Denmark.

'Job path' is based on a national effort to create jobs for people with learning disabilities, funded at the national level from 2012-2014.