

## DESCRIPTION OF THE PRACTICE

### 1. Title of the practice

*- 'MANY KINDS OF RESULT MAKERS – EMPLOYING PEOPLE WITH INTELLECTUAL DISABILITIES IN RETAIL' -*

### 2. Organisation responsible for the practice

FAIDD, the Finnish Association on Intellectual and Developmental Disabilities

### 3. Contact person(s)

|        |  |
|--------|--|
| E-mail | <a href="mailto:policy@esn-eu.org">policy@esn-eu.org</a> |
|--------|--|

### 4. Summary of the practice

This national job-coaching project was initiated by the K-Retailers Association on its 100<sup>th</sup> anniversary in 2012. The Association then asked FAIDD, the Finnish Association on Intellectual and Developmental Disabilities, to cooperate with them in order to bring people with learning disabilities into employment in K-retailers shops and other businesses. The K-group is one of the two biggest supermarket chains in Finland and operates all over the country.

The project, called 'Many kinds of result makers', was managed by one person - a job coach - based in the Helsinki FAIDD office. She acted as a coordination point between retailers and local municipalities, and their job coaches.

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

A research report (Vesala et al. 2015 – see ref. below) published in 2015 estimates that there are about 40,000 people with learning disabilities in Finland, of which:

- about 25,000 of working age
- about 15,000 registered with the employment services for people with disabilities
- about 5,000-6,000 in daytime activity centres
- more than 6,000 in sheltered work/workshops
- more than 2,000 in work at ordinary workplaces (integrated sheltered work)
- about 400-500 in paid employment on the open labour market

The previous government [prior to the 2015 elections, which led to a coalition government made of the Centre Party, the Finns Party - a euro-sceptic, populist party - and the National Coalition Party] and especially, its Ministry of Social Affairs and Health, had introduced a special programme to improve policies concerning people with disabilities called VAMPO (2010-2015). In particular, Vampo promotes paid employment for people with disabilities in the open labour market. This is done mainly through an individual job coach provided by the city's employment services, as illustrated in the city of Helsinki. This job coaching method is in a pilot phase and is tested in a few pilot cities.

The new government has pursued the same objective, notably by continuing to use the model and practises set out in the Vampo programme, including job coaching.

#### Legislation

There seems to be a gap between the legislation and its implementation.

In accordance with **the Social Welfare Act**, Finnish municipalities are responsible for organizing services and activities supporting access to employment and specific work for people with disabilities. Furthermore, in accordance with the Act on Special Care, Finnish municipalities are also responsible for organizing job coaching for people with intellectual disabilities.

<https://www.finlex.fi/en/laki/kaannokset/1982/19820710> (in English)

However, many studies (e.g., Vesala et al. 2015) have shown that only a handful of municipalities offer the kind of job coaching offered by the city of Helsinki. Most often, the municipalities offer

only work activities in sheltered workshops, which is not the kind of employment that the Helsinki-supported employment service is aiming for, and which would correspond to the legislation.

**The Act on public employment and business service** entered into force in 2013. It opened employment services to people on a disability pension, making it possible for them to register as unemployed job seekers at an employment office, which was not the case before 2013. Specific training was introduced by the Ministry of Employment to teach these new rules to employment counsellors. It seems, however (see Seppälä, 2013,) that it remains difficult for people with disabilities to get services from employment offices.

<https://www.finlex.fi/en/laki/kaannokset/2012/20120916> (in English) Salary

#### **and pension**

In Finland, it is possible for people on a disability pension to earn up to EUR 750 per month without losing their pension. If the monthly income rises above that level, the pension is not paid at all. Disability organisations in Finland have long asked that pension and salary be reconciled in a more flexible way so that it would be profitable also for people with disabilities to work as much as they want in a job that is suitable for them (e.g., with the help of a job coach).

#### **6. Staff involved**

One job coach has coordinated the activities, who is based in Helsinki, in the FAIDD office.

## 7. Target group

People with learning disabilities

## 8. Aims of the practice

- Allow people with learning disabilities to be employed in the open labour market, namely in retail businesses.
- For businesses: fulfil their social responsibility.

## 9. Issues for social services

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

## ANALYSIS OF THE PRACTICE

## 10. Status

|                            |  |                         |   |  |  |
|----------------------------|--|-------------------------|---|--|--|
| Pilot project (ongoing)    |  | Project (ongoing)       |   | Implemented practice<br>(restricted areas) |  |
| Pilot project (terminated) |  | Project<br>(terminated) | x | Widely spread practice/rolled<br>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

Meso level – this practice concerned the whole country and involved a number of organisations through partnerships.

## 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 project worker and project managers were leading the initiative on behalf of K-retailers and the FAIDD. They were negotiating bilaterally with retailers on the one side, and municipalities on the other side.

### 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

The partners involved were:

- the FAIDD (Finnish Association on Intellectual and Developmental Disabilities) and its project worker,
- municipalities and their job coaches,
- K-retailers professional association (see more at: <http://www.k-kauppiasliitto.fi/english>),
- all individual K-retailers (around 1,200), and • the employment offices (to a smaller extent).

Two people work on the project itself - a project worker, located in the FAIDD office in Helsinki, and a part-time project manager. The project worker proceeded as follows:

- Contacting all K-retailers (about 1200) by email, asking them whether they would be willing to employ a person with learning disabilities. A little more than 70 retailers were interested.
- Sending an information package to those interested K-retailers
- Contacting municipalities locally to find a job coach (or any other person in charge of the employment of people with disabilities) for those retailers.
- The local workers (job coaches) then searched for a suitable person (or persons) with learning disabilities for the job offered.
- The recruitment negotiations and process took place and involved the K-retailer, the person, and a local job coach.

The project worker offered support and supervision throughout the recruitment process, and during negotiations with local employment offices.

The employed person received support at his/her workplace, provided by the local municipality's job coach.

These local job coaches were employed by the municipality, outside of the project.

### 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

In supported employment and in this example in particular, the job coach and the client implement the employment process together. The starting point for the employment process was always the person's own will and his/her strengths and interests, asking the questions: what kind of work she/he wants to do and in what kind of workplace.

### 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 project was funded by the K-Retailers Association (EUR 80,000 over 1.5 years).  
One project manager (part-time) and one project worker are the core staff.  
The costs linked to the activities of local job coaches in municipalities were covered by those municipalities.

### 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*

A qualitative analysis of the employment processes, their strengths and weaknesses, was carried out. See here for a detailed description (in Finnish)  
[http://www.kehitysvammaliitto.fi/wpcontent/uploads/monenlaisia\\_tuloksetekijoita\\_loppuraportti.pdf](http://www.kehitysvammaliitto.fi/wpcontent/uploads/monenlaisia_tuloksetekijoita_loppuraportti.pdf)

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

|                    |  |
|--------------------|--|
| Service users      | The initial objective of bringing 10 people with learning disabilities into employment was exceeded, with 27 people being employed in total, most of them on a part time basis (working – and earning – more than part time would result in people losing their disability pension, hence the fact that people do not work more).<br>16 out of these 27 people are still employed (February 2016).<br>Half of them received vocational training. |
| Formal care givers |  |
| Informal carers    |  |

|               |   |
|---------------|---|
| Organisations | Out of the 1,200 national K-retailers interested, 70 reported they were interested in the possibility of employing a person with a learning disability. 25 of them managed to employ 27 people. |
| Other         |   |

| <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  | <ul style="list-style-type: none"> <li>• Improvement of their economic situation</li> <li>• Self-confidence and positive feelings towards themselves and their worth on the labour market and in society.</li> </ul>  |
| Formal care givers   | n. a.   |
| Informal carers  | n. a.   |
| Organisations  | <ul style="list-style-type: none"> <li>• Fulfilment of employers' social responsibility</li> </ul> <p>Those cases that were unsuccessful (around 40) revealed a number of stumbling blocks:</p> <ul style="list-style-type: none"> <li>• Weaknesses of the system and/or excessive bureaucracy: the retailer wanted to employ someone, but there was no local job coach available; the employment office had a negative stance; the process got too long and the retailer gave up; the attitude of some local job coaches who were not working actively to activate these people.</li> <li>• A lack of flexibility: beyond EUR 750 a month, people lose their disability pension altogether. People and employers therefore cannot perform/offer work as they would like to.</li> <li>• The attitude of employers and retailers: a certain 'cultural resistance' was observed. Some retailers were used to having a worker in integrated sheltered work, and were reluctant to make any changes.</li> </ul> |
| Other  | n. a.   |
| <b>19. How the practice has changed the way the service is provided (lessons learned)</b>  |   |
| Together with other successful programmes and practices, this programme can help to change attitudes in apposite way, by illustrating how people with learning disabilities can do a good job and be valuable to a company.  |   |
| <b>20. Sustainability of the practice</b>  |   |
| <i>Description of whether the practice is sustainable, considering the following criteria:</i>   |   |
| <ul style="list-style-type: none"> <li>• <i>Potential for sustainability:</i> practice was newly started or is ongoing/not yet mainstreamed. How could the practice be sustained (in terms of resources)?</li> <li>• <i>Organic sustainability:</i> service users have been empowered to take the practice forward •<br/><i>Established:</i> the project has been operational for several years</li> </ul> |   |
| The project worker was recruited as a youth guarantee coordinator by the K-retailers association to give guidance and advice to young people under 30 years old, including with learning disabilities, and their employers.  |   |
| <b>21. Transferability of the practice</b>   |   |

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

This programme may not have been reproduced in another context, but it belongs to the wider category of supported employment, widespread in Europe. See <http://www.euse.org/> and see

<http://www.euse.org/index.php/resources/supported-employment-toolkit>

The K-Retailers association has published a guidebook for K-Retailers to help them to employ people with learning disabilities. The guidebook is also a recommendation to employ people with learning disabilities (in Finnish). See

[http://www.kkauppiasliitto.fi/sites/default/files/tiedostot/u7018/kehitysvammaisen\\_henkilon\\_tyollistaminen.pdf](http://www.kkauppiasliitto.fi/sites/default/files/tiedostot/u7018/kehitysvammaisen_henkilon_tyollistaminen.pdf)

See also (in Finnish):

Seppälä, Heikki (2013). *Saatiin töitä! Monenlaisia tuloksetekijöitä -hankkeen loppuraportti*. Helsinki: Kehitysvammaliitto. (*I/we got a job! 'Many kinds of result makers' project final report*, Helsinki: Association of people with disabilities.). See

[http://www.kehitysvammaliitto.fi/wpcontent/uploads/monenlaisia\\_tuloksetekijoita\\_loppuraportti.pdf](http://www.kehitysvammaliitto.fi/wpcontent/uploads/monenlaisia_tuloksetekijoita_loppuraportti.pdf)

Vesala, Hannu T.; Klem, Simo; Ahlsten, Marika 2015: *Kehitysvammaisten ihmisten työllisyystilanne 2013 – 2014*. Kehitysvammaliiton selvityksiä 9. (*Employment situation among people with disabilities 2013-2014*. Survey/research by Association of people with disabilities no 9.). See

[http://www.kehitysvammaliitto.fi/wp-content/uploads/kehitysvammaliiton\\_selvityksia\\_9.pdf](http://www.kehitysvammaliitto.fi/wp-content/uploads/kehitysvammaliiton_selvityksia_9.pdf)