



Fostering labour market integration of persons with disabilities by partnerships

Results of current research activities

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Key questions of the day

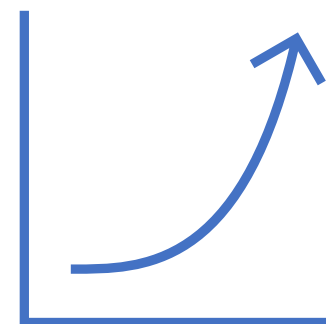
- ✓ **What partnerships** can be harnessed to facilitate labour market integration of people with disabilities?
- ✓ How could the **role of social partners** be enhanced in labour market integration of people with disabilities and people returning to work after or with chronic diseases?
- ✓ What **examples of cooperation** between different levels of implementation and practice, knowledge sharing and policy making, ranging from local, enterprise, sectoral, national, or EU levels can serve as inspiration across different EU contexts?

My answers to the key questions derive mainly from the following research & applied science projects:

- ✓ CoP Employment, Education and Skills (former Employment Thematic Network) of the ESF Transnational Cooperation Platform (2017-today)
- ✓ Peer review “Employer Service Delivery” (26-28 October 2020, virtual; hosted by The Netherlands)
- ✓ Social Situation Analysis in Austria with focus on impact of governmental measures on persons with disabilities as response to the COVID-19 pandemic (6/2020-8/2020)
- ✓ Austrian TEPs (past Austrian partnerships 2000-2014)

Situation in Austria as example

- ❖ **18,4%** of the Austrian resident population live with a disability (2015)
- ❖ **Increase** of registered PwD and persons with health-related placement handicaps and increase of unemployment rate of PwD (2018: 8.0%; general unemployment rate 2018: 4.9%)
- ❖ The **share of registered unemployed** with health-related employment limitations of all registered unemployed was **24%** in 2018



- ❖ PwD **did not benefit** from the **recovering of the 2009 crisis** of the labour market (**women** are still more heavily affected by the situation than men)
- ❖ PwD are **heavily effected by COVID-19** (only emergency operation of services; it took its time to set specific measures for them e.g. exemption of the rule for wearing protective masks)

→ **Pandemic as amplifier of existing problems and as trigger of new problems**

Institutional challenges faced

- ❖ **Shared public responsibility** in **many EU-MS** on PwD

In AT: the *Ministry*, the PES at various governance levels - here two *PES departments* offer services: the Job Seekers department supports the counselling of PwD, the Enterprise department consults enterprises concerning hiring PwD - and the *federal provinces*

- ❖ But a **well-functioning cooperation between institutions**, i.e. interplay between *all relevant actors at the same eye level* including service providers such as NGOs and social partners is very often **missing**

- ❖ Ongoing communication, coordination and interface management at **central** level as well as at **regional/local levels** is needed

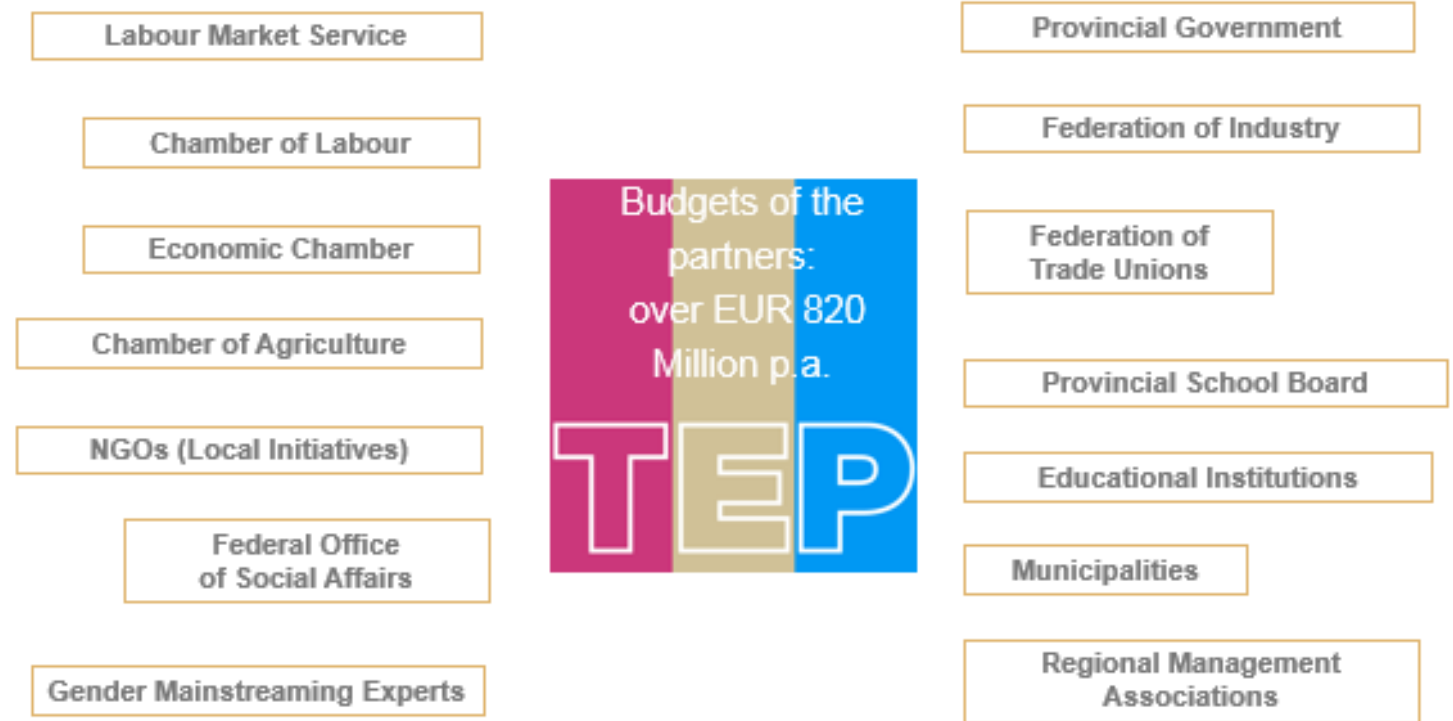
→ **Multi-level governance arrangements between public, private and civil society organisations**

		Multi-stakeholder arrangements: Forms of relationship between institutions		
		Coordination	Cooperation	Partnership
		Loose Relationship		Close Relationship
		<i>Characteristics: informal exchange and information sharing, loose relationship between actors</i>	<i>Characteristics: some joint planning, arranged working relationship between partners and intense communication</i>	<i>Characteristics: joint objectives and joint decision making, shared commitment and responsibility, collective ownership</i>
Strategic Orientation	Aims	<ul style="list-style-type: none"> To exchange & share information To discuss topics To network with each other 	<ul style="list-style-type: none"> To jointly develop policy areas To solve (cross-policy) problems To elaborate future partnerships 	<ul style="list-style-type: none"> To together work towards a joint goal To improve strategic planning and policy delivery To together contribute to systemic change
	Forms of agreement	Informal: Guidelines, Principles, etc.	Informal/formal: Memorandum of Understanding, Codes of Conduct, etc.	Frequently formal: Partnership agreements, pacts, multi-lateral stakeholder contracts, etc.
	Examples	<i>Policy Forums, Strategic Platforms, Networks, Consultations, etc.</i>	<i>Councils, Committees, Boards, etc.</i>	<i>Strategic partnerships such as Structural Fund Partnerships in Sweden and the Territorial Employment Pacts in Austria.</i>
Operative Orientation	Aims	<ul style="list-style-type: none"> To coordinate services & activities To update knowledge To integrate know-how into the organisation 	<ul style="list-style-type: none"> To explore possibilities To create win-win situations To balance options, offers, etc. 	<ul style="list-style-type: none"> To jointly improve services & activities To enhance options for partners To together implement actions
	Forms of agreement	Informal: Mutual agreements, protocols, standard procedures, etc.	Informal/formal: Mutual agreements, contracts, etc.	Frequently formal: Partnership agreements, pacts, multi-lateral stakeholder contracts, etc.
	Examples	<i>Coordination meetings, Consultations, Correspondence, etc.</i>	<i>Cooperation agreements, Subcontracting / Outsourcing of services, Commitments, etc.</i>	<i>Service partnerships such as the Local Employment Partnerships of various kinds.</i>

Source: Adapted and simplified from Scoppetta, 2013

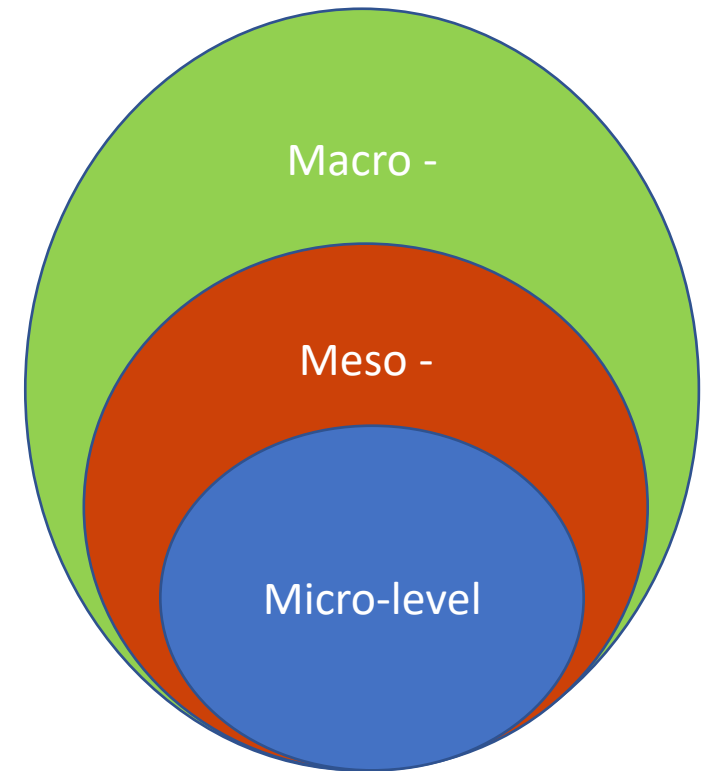
Example: Austrian TEPs (1996-2014)

- ❖ **Rationale:** Labour market challenges exist, which can not be met by just a few institutions on their own e.g. concentration of unemployment on certain groups of persons, shifts between industries, economic sectors and regions.
- ❖ TEPs are **contracted regional partnerships** to better link employment policy with other policies to improve the employment situation on regional and local level.



Institutional frame & freedom of choice

- ❖ **No single institution** can address the various needs of PwD alone: there is a strong need for **collaborative approaches** taken for **locally embedded services**
- ❖ **Policy interventions** should reflect the macro-, meso- and micro level:
 - ✓ **Macro**: systemic links between policies (e.g. active labour market policy and social assistance)
 - ✓ **Meso**: the organisational level, at which stakeholders experience (institutionalised) ways of collaborative work
 - ✓ **Micro**: the beneficiary level at which users receive support via services and measures
- ❖ While **participation is voluntarily**, services must be offered on a broad scale to serve the varying needs



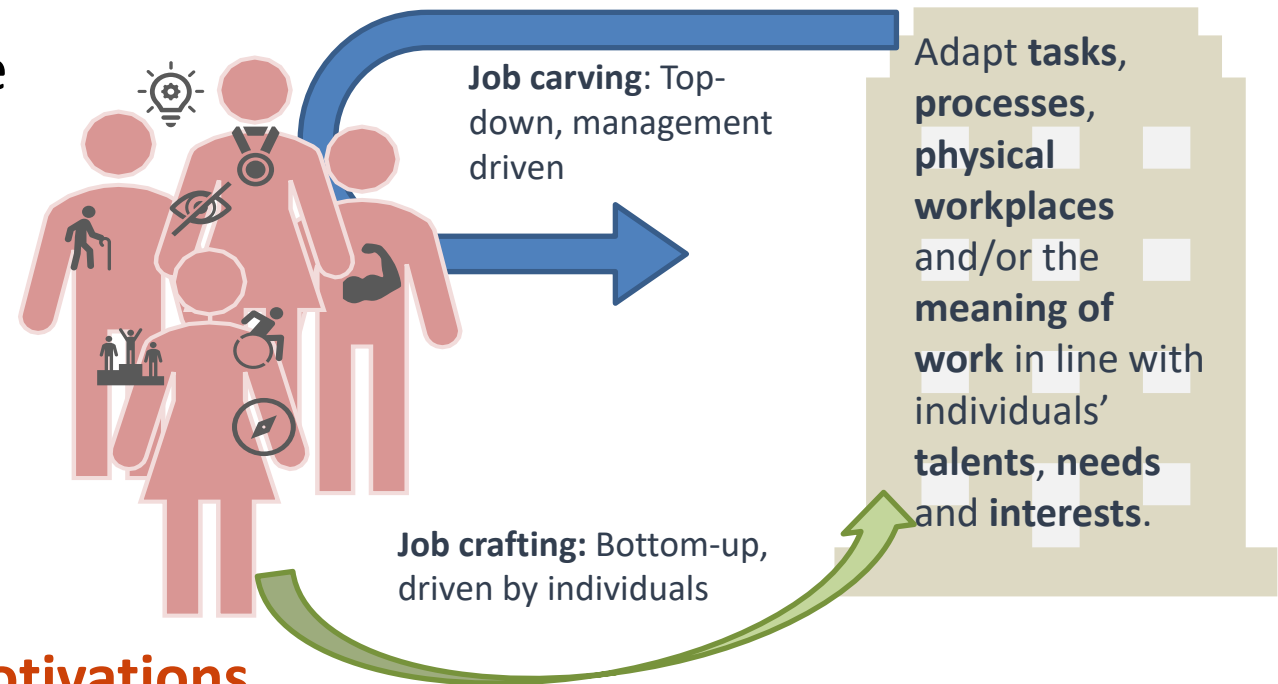
Integration of PwD & local know-how in policy design & implementation

- ❖ The **needs of PwD** are multi-faceted and to be placed at the heart of any policy intervention
- ❖ Offers must be **flexible & tailored to the various needs** of individuals including their family situation – There is **no one-size-fits-all approach applicable**
- ❖ Solutions should create **win-win situations** for all involved: enterprises, PwD and the society as a whole
- ❖ **Job carving & Job crafting** to be applied as a successful approach practiced in Malta, Belgium, etc.



Job Carving & Job Crafting

- ❖ **Job carving** refers to the practice of rearranging work tasks within a company to create tailor-made employment opportunities
- ❖ Innovative approach to **adapt workplaces** and/or to create **new ones** in line with **peoples' individual talents, needs and motivations**



Scoppetta, Davern & Geyer (2019)

Example Malta

	Job-carving for jobseekers with disabilities
Country	Malta
Rationale	Enforcement of the 2% employment quota for PwD and the gap between the “requirements” of existing vacancies and the “preparedness” of the disabled jobseeker, job-carving was adopted.
Aims	<ul style="list-style-type: none"> • Increase the labour market integration of jobseekers with disabilities; and • Change the perspective of employers on the employment of people with disabilities.
Impact	As of April 2018, it was possible to create 278 jobs suitable to the jobseekers with disabilities by making use of the job-carving approach.

Policy & practice

- ❖ Policy and practice solutions should:
 - ✓ Target at **inclusion into society** (not primarily economic/labour market inclusion)
 - ✓ Include **long-term perspectives** (over various phases of life, intergenerational, taking into account the life-course perspective)
 - ✓ Follow a **preventive approach** (from indicated to universal)
 - ✓ Include the **family perspective** of the PwD
 - ✓ Look at the **quality and sustainability of jobs** created and filled by PwD
 - ✓ Be embedded in **cooperative settings ...**



Conclusions

What partnerships?

- ✓ Partnerships that are characterized by *joint objectives* and *decision making*, *shared commitment* and *responsibility*, and *collective ownership*
- ✓ *Well-functioning multi-level governance arrangements* between public, private and civil society institutions are **rarely found** but are a **key for success** in the integration of PwD into the labour market

Role of social partners?

- ✓ Partnerships between actors and especially with social partners are core within the Structural funds, such as the **ESF/European Social Fund** and thus need to be used for the benefit of PwD.
- ✓ Policy measures such as Job Carving & Job Crafting and partnership programmes such as the TEPs in Austria should be developed **together with all relevant actors**, such as the individuals and their family, the enterprise, the social partners, the public donor, NGOs, etc.

Examples of cooperation?

- ✓ Job Carving and Job Crafting in Malta, Belgium, etc as well as Austrian TEPs, but also Belgium and Irish partnership approaches

References

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