



# RESOURCE PACK TOOLKIT

## Intellectual Output 2

ACTI - VET project

Reference nr: 2020-1-BE01-KA202-074992



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## Introduction

The ACTI-VET toolkit for VET educators of people with disabilities provides guidelines on training methods and delivery approach, objectives of training activities, typology of learners and evaluation criteria to be adopted.

The main objective of this toolkit is to equip VET educators with non-formal education tools to improve the way they teach. Showing different types of national best practices that can be used.

Furthermore, in terms of the needs of the target group, this toolkit will contribute to develop the pedagogical and personal skills of VET teachers and trainers by providing them with interactive, cooperative, and problem-solving activities that enhance the training they deliver, as well as the digital skills of their students and trainees.

This toolkit is based on the competences framework for VET learners that has been developed within the ACTI-VET project in order to define appropriate competences for the employability of people with disabilities.

This competence framework brings together a set of competences (knowledge, skills, and personal abilities) that a person needs to reach an adequate level of "mastery" in a given area, so that he/she applies the right skills to achieve a successful performance.

The toolkit includes activities for nine (9) competency areas:

1. Teamwork
2. Adaptability
3. Initiative
4. Emotional Intelligence
5. Autonomy
6. Communication Skills
7. Integration and
8. Integration and inclusion in the workplace
9. Self-awareness and self-confidence



*Image 1: ACTI-VET project logo*

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## What is and who is this manual for?

This manual for trainers aims to provide guidelines to trainers to help adapt the workplaces to existing disabilities, adapting the job to the necessary key competences that have been developed in the training materials.

Therefore, it is not a training manual, as the training materials are already created, but this document aims to teach how to apply each competence to individuals in order to provide a suitable job, depending on their disability, as it is not the same to have a sensory disability (e.g., lack of vision), an intellectual disability or a psychiatric disability.

The aim is to identify adaptation techniques that do not neglect the training needs of people with disabilities, but that also consider the benefits that this training will have for the trainer and for the trainee, as well as for the rest of the company's employees. The benefit for the trainee is clear, to enter the labour market and have a position in the company. The benefit for the employer is that the job will find a perfect candidate. Disability is not usually considered for jobs, but we must try to see the specificity of each disability and of the job position so that both fit perfectly. For example, a deaf person may perform tasks in a very quiet or very noisy environment, where hearing people may feel uncomfortable; another example may be the ease with which people with Down's syndrome can perform repetitive tasks that others may find too monotonous. It is a matter of looking at the needs of the worker and the job to find a perfect match.

To train people with disabilities, training must be linked to the objectives of the job, i.e., you must look at the requirements of the job and what the person who is going to do it does not know how to do. Once we have analysed what the person does not know how to do, we must consider the personal limitations of each person to avoid frustration and the impossibility of achieving the objectives of the job.

A very common mistake that is often made when trying to teach knowledge is the generalisation of learning. When there is a person with an intellectual disability in the group, it is not possible to generalise. In fact, the greater the intellectual disability, the less you should generalise.

The type of learner will vary according to the disability each person has. We can say that there are 5 main types of learners: people with physical disabilities, people with hearing disabilities, people with visual disabilities, people with intellectual disabilities and people with mental disabilities. But within each group there are as many possibilities as there are people with disabilities.

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If we encounter a student with full intelligence who has a sensory disability (problems with vision, mobility, hearing, etc.) we can use materials to compensate for this sensory disability. Examples are pictures or descriptions of pictures or the Braille alphabet. All of these are elements that help the person to alleviate their sensory disability and to be able to carry out a normal work activity.

On the other hand, if we are faced with a person who has full mobility but, on the other hand, has an intellectual disability, we must start an adaptation through a certain number of commands that the person can execute. To do this, we can use pictograms or signs to remind the person of the tasks to be carried out, thus improving their memory capacity. In addition to carrying out a series of necessary reminders so that the person does not forget the steps to be carried out, reducing the recovery period that this person would need.



*Image 2: ACTI-VET project banner*

Finally, we can find people whose disability is psychiatric, such as people with psychiatric disorders. In these cases what must be considered is the level of tolerance to stress that the person has, and the educator must be helped to learn to see what that limit is and when it is being reached.

A series of good practices and tools will then be developed so that trainers can understand how to adapt workplaces and training to people according to their type of disability. It is important to bear in mind that this is a general document and that, in practice, it is necessary to consider the degree of disability and the need for repetition that each person will have to learn the skills required.

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## BEST PRACTICES

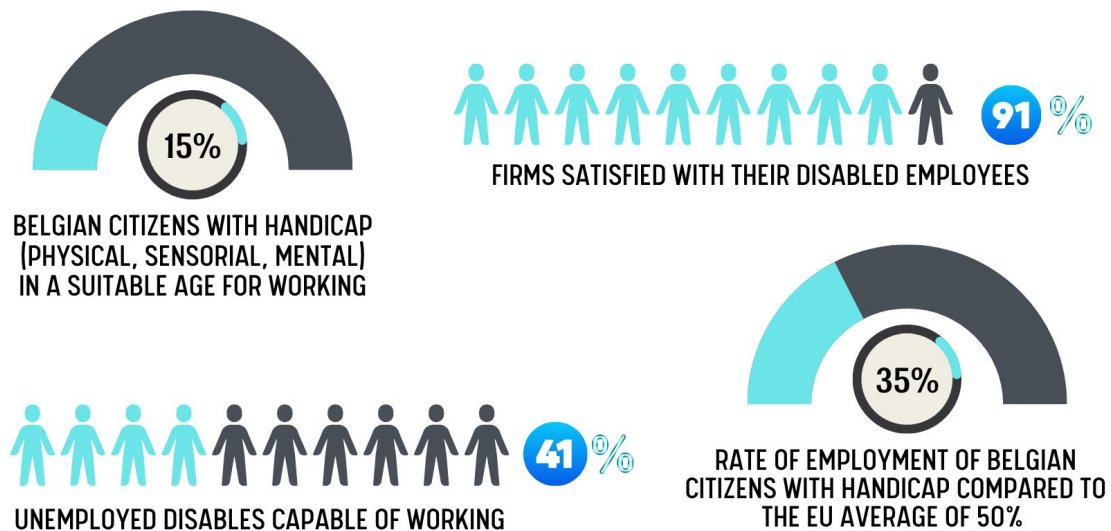
### BELGIUM

#### Best practice 1 – DIVERSICOM

DiversiCom's mission is to promote diversity in the workplace and to facilitate the employment of people with disabilities based on their skills. Its mission is based on three axes:

#### Disability and employment

The Belgian employment rate for people with disabilities is among the lowest in Europe: 35%, compared to 50% in the EU. However, in many cases, the work capacity of disabled people is proven, and employers of disabled workers are satisfied.



*Graph 1: Employment disabled Belgium*

#### Social responsibility and diversity in business

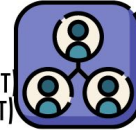
In a company, the concern to combine profit and social responsibility is measured at different levels: the use of profits, ecological choices, respect for customers and stakeholders, human resources management, etc. The diversification of profiles and skills through a recruitment policy open to disabilities is a responsible measure whose impact directly affects the worker, the company and society at large.

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## TO BOOST THE EMPLOYMENT OF DISABLED ON 3

- 1 THE WORKER AND HIS ENTOURAGE
  - RELATIONSHIPS, SOCIAL INTEGRATION (SOCIAL IMPACT)
  - FINANCIALLY INDEPENDENT (ECONOMIC IMPACT)
  - PUBLIC UTILITY, PROFESSIONAL DEVELOPMENT (PSYCHOLOGICAL IMPACT)
- 2 THE FIRM
  - SOCIAL RESPONSIBILITY AND DIVERSITY (RSE IMPACT)
  - SALARY COMPENSATIONS (ECONOMIC IMPACT)
  - DIVERSIFICATION OF FIGURES AND SKILLS (RESOURCE IMPACT)
  - MODEL, TEAM SPIRIT AND ESTEEM (HUMAN IMPACT)
- 3 THE SOCIETY
  - INTEGRATED AND RESPONSIBLE (SOCIAL IMPACT)
  - DECREASE OF UNEMPLOYMENT AND SOCIAL COSTS (ECONOMIC IMPACT)
  - MENTAL AND BEHAVIOURAL DEVELOPMENT (SOCIO-CULTURAL IMPACT)



### TO TALK ABOUT HAVE AN IMPACT TOO

- FIRM VISIBILITY (REPUTATION IMPACT)
- EMPOWERMENT OF STAKEHOLDERS, REPORTING THE SUCCESS OF THE EXPERIENCE (CIVIC IMPACT)
- DEVELOPMENT OF MATURITY ABOUT HANDICAPS (SOCIO-CULTURAL IMPACT)
- EXPLOITATION SERVICES OFFERED BY DISABLED WORKERS (ECONOMIC IMPACT)



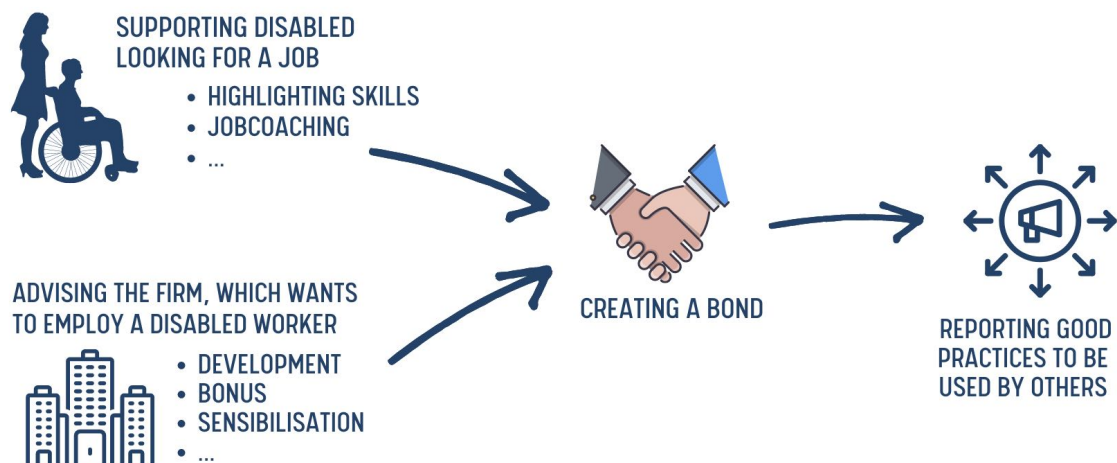
IMPACT STUDY DIVERSICOM 2015-2019. CLICK HERE TO READ THE IMPACT ASSESSMENT "5 YEARS OF PROFESSIONAL INCLUSION". REALIZED BY BAIN&COMPANY AND BNP PARIBAS FORTIS

Graph 2: Employment of disabled

### Communication as a factor in changing behaviour

Informing about the success factors and benefits of diversity at work encourages others to believe in it. It is to contribute to the evolution of attitudes towards disability, in the company and beyond. It is to empower the company and the disabled worker as spokespersons for their joint success.

## WE TAKE CARE OF...



Graph 3: Support of disabled in Belgium

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DiversiCom was created in 2014 by a group of friends brought together by its founder.

Some of them are disabled; others have been involved for more than 20 years in projects to support young disabled people.

Their starting point is an observation: disability and employment in Belgium do not mix very well. While disability affects 15% of the Belgian population of working age, the employment rate of disabled people is barely 35%, compared to an average of 50% in the European Union.

The obstacles are there: a lack of knowledge about disability generating prejudice and discriminatory behaviour, a social system that does not encourage disabled people to try their hand at work, accessibility that leaves something to be desired, employment and disability policies spread over different levels of competence. Mentalities are changing. And the impact of successful professional integration is recognized. For the disabled worker, working is... as it is for everyone else, a recognized usefulness and a socio-economic role, a relational life and financial autonomy. For the company, recruiting a disabled person means greater diversity, specific skills developed beyond the disability, a potential for exemplarity and solidarity, lower than average absenteeism, a potential reduction in salary costs thanks to employment bonuses. For the company, it is being more inclusive while reducing social charges.

Source: <https://www.diversicom.be/>

#### Best practice 2 – SABX

The Service d'Accompagnement de Bruxelles was founded on 27 March 1995 and became operational on 1 November 1995. At the time of its foundation, SABx took over the activities of a former Service d'Accompagnement, active since 1977. This service had been recognised and supported by the French Community for more than 10 years.

SABx has therefore had three important assets from the start:

- A methodology of Accompaniment recognised in the French Community and in several other states of the European Union
- A network of contacts within the local and regional socio-economic fabric that is well established and very varied
- Staff who have already been trained in the Accompaniment methodology and who have been practising it for more than 10 years, for some

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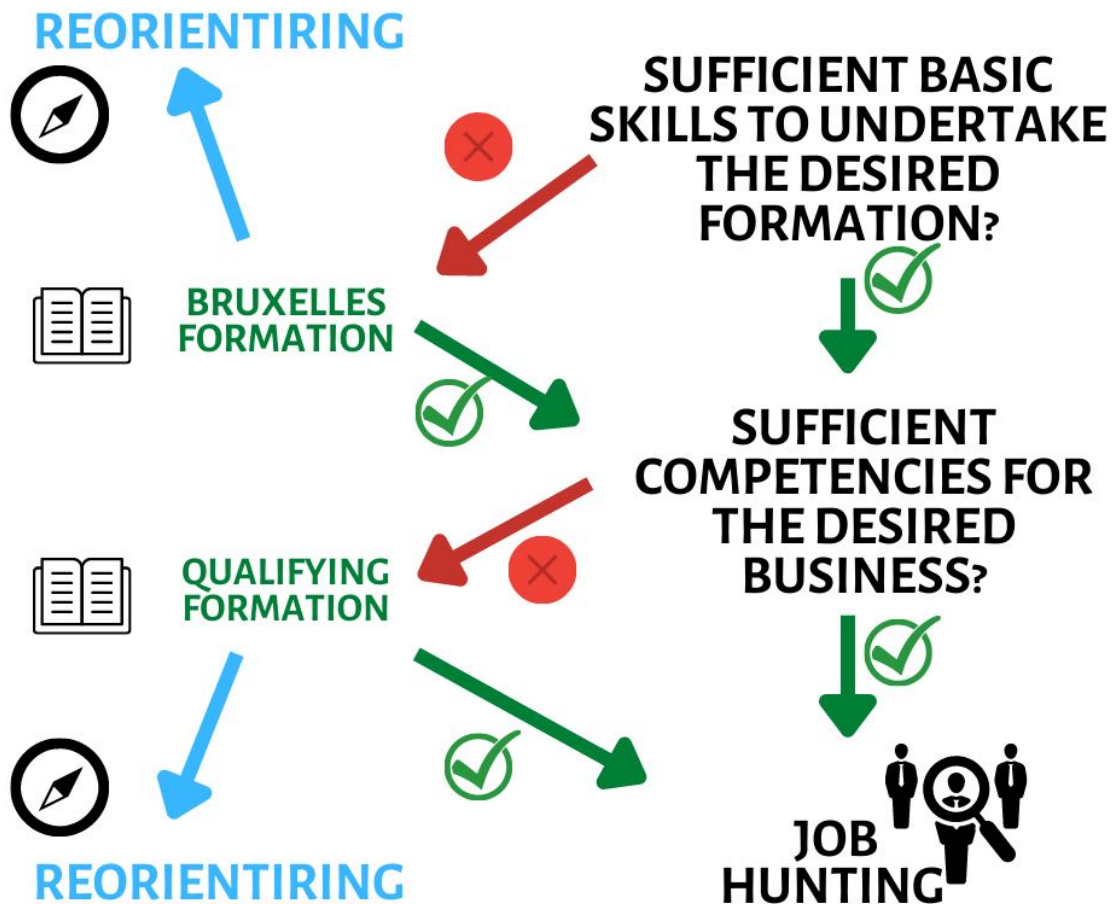




The Brussels Accompaniment Service has a dozen or so staff/accompanists with varied backgrounds, but all trained in a cutting-edge methodology recognized internationally: *the Carat Accompaniment system*.

Our multidisciplinary team welcomes our users, taking the time to:

- Establish a climate of trust
- Understand the project, the ambition and the assistance requested
- Helping to set clear and realistic objectives
- Work on the construction of a personalized programme
- Set operational objectives
- At each moment, during the coaching work, the whole team mobilizes ALL its resources and capacities to progressively move towards the achievement of the set objectives.



Graph 4: the Carat Accompaniment system

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At any time, the coaches are there to help with:

- Clarify motivation and abilities
- Undertake field experiences, internships, etc.
- Rework the programme to achieve success
- Help to check progress, to see if it is real, sufficient, and solid
- All this on the basis of frequent evaluations.

Once the objective has been reached, our team remains available:

- As soon as a problem arises.
- If the achievements are threatened.
- To try to reach new objectives, to make new progress.
- The user remains in control of his project. They can interrupt it at any time.

### **Objective**

The aim of the Service d'Accompagnement de Bruxelles is the autonomy and participation of people with disabilities in society, its mechanisms, and networks, in all areas of life of individuals in society, including:

- employment
- housing,
- leisure,
- culture,
- physical and mental health,
- relationships and communication,
- administrative and financial management,
- citizenship

The aim of SABx is to enable each of its users to achieve optimal participation in society and/or to maintain their skills.

### **Target public**

The SABx is aimed at young people and adults with disabilities (mental and physical) who want to improve or maintain their personal autonomy. The Service d'Accompagnement de Bruxelles accompanies people without distinction of sex, race, social conditions, political, philosophical, or religious opinions. It respects the person, their values, and their choices. It is bound by professional secrecy. We offer INDIVIDUAL and Tailor-made

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support until the sustainable achievement of the objective pursued by the person with a disability.

The SABx works in an open environment or, if necessary, in an institution. It uses as often as possible the support and intervention circuits intended for the non-disabled public.

### Best practice 3 – NOS PILIFS

The mission of the Nos Pilifs Farm is to provide useful, remunerative and rewarding jobs for 145 workers with disabilities and for the forty or so employees who supervise these extraordinary workers.

This mission is supported by strong values that apply to all the Farm's sectors of activity; these values are its backbone.

The company allows nearly 145 disabled people to make a living from their work and to be fully integrated into the life of a company. It is committed to providing them with rewarding jobs that correspond to their life cycles and their professional and personal development. Thanks to its many activities and businesses, its workers can develop social relationships that are just as enriching for them as for those who come into contact with their uniqueness. For its employees, having a job, establishing social ties, participating actively, but at their own pace, in the life and development of the company is a factor of emancipation and autonomy. It is concerned to ensure that all its activities are in line with sustainable development. It has put the circular economy at the centre of its practices and respect for the environment is part of our DNA. The company combines the words adaptation and innovation, local roots and global vision, ecology and economy, organic products and ethical work.

At Nos Pilifs Farm there are shops:

- A garden centre: it sells plants, flowers and gardening tools.
- A grocery-bakery: it is possible to do shopping and buy fresh organic bread.
- A restaurant called Estaminet where it is possible to eat every day.



*Image 3: image website Nos Pilifs Farm*

At the Farm there are many services:

- A garden maintenance company: the gardeners work in the clients' gardens
- An organic workshop where biscuits are made
- A carpenter's workshop where they make objects out of old wood

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- A nursery where plants are grown
- Courses for children during the school holidays
- Workshops to learn how to work
- Workshops to learn how to garden.
- Visits to the park
- Organisation of parties

Source: [www.fermenospilifs.be](http://www.fermenospilifs.be)

*Image 4: image website Nos Pilifs Farm*

#### Best practice 4 – SISAHM

The vocational training support project started in 2012. It is subsidized by the European Social Fund and is carried out in collaboration with the Service Phare, Bruxelles-Formation and the social consultation of Actiris. This project offers specific and personalized support for people with disabilities before, during and after vocational training in the Brussels Capital Region.

The conditions for entry:

- Be at least 18 years old,
- To live in the Brussels region,
- Be admitted to the Phare service,
- Be registered with Actiris.



*Image 5: logo Sisahm*

Support is provided in 3 stages:

- In-depth reflection on the trainee's professional project: evaluation and orientation,
- Individualized support during the training: preparation for the entrance tests, course attendance, revision of subjects, awareness of trainers
- After the training: support in finding an internship or a job.

Small group workshops to support people in their training and job search are also offered. These workshops focus on different themes such as

- Knowledge of the world of work
- Choice of profession and training
- Advice on how to find a job (writing a CV, covering letter, preparing for an interview)

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- Presentation of various training courses leading to qualifications (animation, childcare assistant, warehouse work).

Source: <https://sisahm.one>

## BULGARIA

The development of social relations related to the social and solidarity economy, the types of entities and the measures for their promotion, as well as the terms and conditions for the activities of social enterprises in Bulgaria are regulated by the Social and Solidarity Economy Enterprises Act. The law aims to promote the development of the social and solidarity economy as an economic sector with special rules aimed at people with disabilities to:

- improve access to employment and training for the acquisition or improvement of professional qualifications to raise living standards.
- create conditions to support social inclusion and independent living.

State policy on social entrepreneurship is implemented through the Ministry of Labour and Social Policy. On the website of the Ministry, a separate menu "Social Economy" has been created with sections - "Normative documents", "Eurointegration", "Register of social enterprises". Here are four examples of social enterprises in Bulgaria:

### Best practice 1 – WORKSHOP OF DREAMS

Social Enterprise "Workshop of Dreams" was established by the Municipality of Veliko Tarnovo with the aim of providing opportunities for sheltered employment for people leaving specialized institutions, as well as employment for people with permanent disabilities on the territory of the municipality. It is an innovative form of social service to build a supportive environment for social inclusion, actively working for 10 years. It employs:

- persons with mental retardation leaving specialized institutions.
- persons accommodated in sheltered housing.
- persons with permanent disabilities.
- persons with disabilities from a nursing home.

The social enterprise structure includes four sheltered workshops:

- for the production of ceramic souvenirs.
- for leather souvenirs.

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- for knitwear and textiles.
- for souvenir panels and postcards, using so-called thread graphics, printed T-shirts, etc.

The company provides additional educational and vocational training opportunities for people with disabilities; it creates employment programs with special rules for people with mental disabilities; provide an accessible to everyone workplace, including people with serious disabilities. Supported employment in this case consists of services that are designed to accommodate the ability of persons with disabilities to be permanently



employed in the open labour market. These services offer different types of support such as job placement and coaching, the provision of aids to help individuals perform their tasks, specialized training to do the job and individual support.

*Image 6: job disabled. Source: Canva*

The social impact of the enterprise "Workshop of Dreams" is reflected in the creation of sheltered jobs for people with a disability who have never worked, as well as the provision of funds for additional occupational therapy programs in sheltered housing in the municipality of Veliko Tarnovo. Another important result is the creation of conditions for the development of new professional skills and work habits for the sheltered employment of persons with intellectual disabilities, most of whom are users of social services in specialized institutions or persons from sheltered housing in the municipality. All of them have been trained in the following modules: Applied Art, Ceramics, Souvenir, and Leatherwork, Knitting and Textiles. Besides the purely vocational courses, people with mental retardation also participate in trainings to increase motivation for sheltered employment and trainings on safe working conditions.

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## Best practice 2 – RAINA KNYAGINYA - P" LTD – THE TOWN OF PANAGYURISHTE

The social enterprise provides employment to persons with various degrees of reduced working capacity. For a quick and successful adaptation to the employment process, the company practices mentoring by senior employees, as well as any form of physical and emotional-psychological support for persons with disabilities, as well as investing in:

- its human capital, in staff development and continuing vocational training with a focus on employees with reduced working capacity.
- increasing productivity through automation of production, which requires maintaining the qualifications and skills of workers, i.e., lifelong learning.

The activities developed by Raina Knyaginya - P Ltd. are in four areas:

- Plastic production, including the production of plastic products by the method of casting thermoplastic materials in cold form /cosmetics packaging, plastic hangers for clothes, handles for advertising and packaging bags/. Since 2005 the company has been certified according to ISO9001-2000 quality system.
- Tailoring production for the production of special workwear, skier outfits, hunting clothing, etc.
- Production of cardboard packaging.
- Manufacture of embossed emblems and signs on fabric and PVC.

## Best practice 3 – ECONOMIC ACTIVITIES NON-FERROUS METALS COMBINE /NFM/", THE TOWN OF PLOVDIV

Established in June 2003 as a subsidiary of the private company of the same name. The main objective is to create and develop a specialized enterprise to provide employment opportunities for persons employed in KCM, as well as employment opportunities for people with permanent disabilities on the territory of the Municipality of Plovdiv, the Municipality of Asenovgrad and the Municipality of Kuklen, as an innovative form of specialized enterprise to create a model of corporate social responsibility for active social inclusion, through:

- Perception of people with disabilities in the company as an economically active human resource with health problems.
- Searching for opportunities to actively include people with disabilities in the company's activities by adapting activities, processes, and workplaces. - Achieving higher individual productivity, respectively profitability and competitiveness of the company and realizing its sustainable development.

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## Best practice 4 – MUNICIPAL ENTERPRISE "PROLET" LTD., THE TOWN OF PIRDOP

Municipal Enterprise "Prolet" Ltd., the town of Pirdop - a public-private partnership between a municipality and a corporation to support the preservation and expansion of employment for people with disabilities.

The municipal enterprise provides employment for over 30 persons with permanently reduced working capacity and is the only socially oriented autonomous enterprise in the region of Sredna Gora Mountain. The company's ambition is to expand production and achieve a complete production cycle to increase the competitiveness of Prolet Ltd, maintain employment and create new jobs for people with disabilities. The municipal enterprise Prolet Ltd. specializes in the production of:

- paper packaging - envelopes and multi-coloured boxes in various sizes.
- disposable cardboard cups.
- concrete products for external and internal lining.



*Image 7: Inclusion. Source: Canva*

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## ITALY

### Best practice 1 – Diversitalavoro

In 2008 Fondazione Adecco per le pari opportunità created “**Diversitalavoro**”, a **career forum** that matches the labour supply and demand between people with disabilities and companies. Diversitalavoro is aimed at facilitating access to the job market not only to people with disabilities but is also oriented to other people considered “different” or discriminated such as transgenders, LGBTQ people and people belonging to the protected categories (Italian Law 68/99).

The most recent data shows that 2015 recorded its best year in terms of hires made: 80 jobs obtained, accounting for 9 per cent of those who participated in the service (previous years had been between 5 and 7 per cent). These are mostly fixed-term contracts. From 2007 to 2015, more than 1,400 people were selected at training meetings and meetings with companies at Career Forums; 600 participants in individual training meetings for beneficiaries; and 3,000 interviews between pre-selected candidates and companies. What educational qualifications do the beneficiaries have? 64 per cent graduate, 14 per cents are students or undergraduates, and 22 per cent with master's degrees. The predominant area of study is economics (43%), for 15% engineering and 9% a more generally technical-scientific area. Other areas for 33%. Between 2007 and 2015, more men (56%) than women (42%) participated in the service: 82% were Italians, 94% enrolled in protected categories, 18% were foreigners of whom 82% were from Eastern Europe and 18% from South America and Africa; 2% were transgender people.

Fondazione Adecco per le Pari Opportunità, Fondazione Sodalitas e INTERACTION launched a platform called **Inclusive Mindset**. It is a project that works to foster the creation of concrete actions, dissemination of mindsets and best practices that make the labor market more inclusive, open to skills and talents. Especially for people disadvantaged by stigma and prejudice or limited by the inability to express their potential. Inclusive Mindset promotes the following activities:

- **the Inclusive Job Day**, the direct meeting between companies and candidates, focusing on skills, aptitudes and talent.
- **the digital and social platform** active 365 days a year, for orientation, managing applications to company jobs and testing one's skills and knowledge of the job market.
- **the Inclusive Mindset Academy**, for sharing diversity & inclusion training, experiences and best practices, declined into specific paths for project

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beneficiaries, company managers and stakeholders from institutions and the third sector.

- **the annual Inclusive Mindset Awards** dedicated to organizations that stand out for their ability to materialize positive diversity & inclusion actions that combine social impact, improve employment and employability conditions as well as create pathways to economic development.



Inclusive Mindset works to create opportunities to match talent and foster a mindset capable of embracing social, cultural and demographic change: the essential habitat for social innovation and disruptive approaches to sustainable development challenges.

*Image 8: Logo Fondazione Adecco*

Fondazione Adecco per le pari opportunità has been working toward the process of inclusion of people with disabilities and disadvantaged categories since 2001. It strengthens the relation between social inclusion and working opportunities connecting disadvantaged people and Companies.

It realizes a series of the project in collaboration with Companies, Municipalities and no-profit organizations to:

- Enhance the competencies of people with disabilities.
- Promote the access to the job market for people with disabilities
- Educate Companies on the culture of integration of people with disabilities

Fondazione Adecco partners with Italian branches belonging to National and International companies such as Ernst & Young (EY), Ikea, Boston Consulting Group (BCG), BNP PARIBAS LEASING SOLUTIONS, Vodafone etc.

#### Best practice 2 – Job Stations

Progetto Itaca and Fondazione Italiana Accenture started a project in 2012 to combat the stigma and social exclusion of people with mental disabilities by offering a concrete professional opportunity that is the first step toward reintegration into society and the world of work and the recovery of the right to active citizenship. JOB Stations' goal is the inclusion of people with mental disabilities in the workplace. JOB Stations transforms disability into ability, based on the principle that we all have the potential to be brought out.

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The JOB Stations model facilitates the employment of **people with mental disabilities, so-called the JOB Stationers.**

The JOB Stationer works in assisted smart working centres, the JOB Stations, and is always supported by the Tutor, a professional specializing in disability management whose task is to dialogue with the company and ensure the quality of the work performed.

The reference person on the company side is the **Supervisor**, who coordinates and manages the JOB Stationer's work by entrusting him/her with activities that can be planned, can be traced back to clear procedures, and have regular and recurring deadlines.

At first, the JOB Stationer works in the safe environment of the JOB Station and then, gradually and according to his tasks, he can start working directly in the company.

The figure of the **Tutor** is one of the main strengths of the JOB Stations model: it supports the JOB Stationer and ensures the quality of the work done through constant monitoring, support and mediation with the company. This figure represents the added value and the key to the success of the project.

A Tutor is a person who specialized in disability management and re-employment and accompanies the JOB Stationer throughout his or her journey back into the world of work.

This figure is the point of reference for both the JOB Stationer and the company Supervisor since he/she facilitates the relationship between these two parties and also takes care of all the services that follow the person from a clinical point of view.

**The JOB Stationer is selected through a preliminary interview with the Tutor** and then eventually proposed as a candidate to companies. Typically, he/she starts with an internship contract and then progresses contractually to permanent status.



*Image 9: JOB stationer image source: website*

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He/she initially does his work in the JOB Station and then is gradually placed in the company. At both stages, he is supported by the Tutor and trained by the company Supervisor. The assisted smartworking centres are in: Milan (3 centers), Monza, Turin, Pavia, Parma, Bologna, and Rome.

Source: <https://jobstations.it/>

### Best practice 3 – PFI

CAPODARCO FORMAZIONE Impresa Sociale srl promoted a series of training courses called “PFI” - **Percorsi Formativi Individualizzati**. PFIs - Individualized Training Pathways - are aimed at young people with disabilities who have completed compulsory schooling or finished high school. The service is free of charge, financed annually by the Lazio Region, with support from the ESF and managed by the Metropolitan City of Rome Capital, and is aimed at each individual pupil placed in a course, offering indirect support also to the family unit through interviews, counselling, guidance, information.

The overall objective of the courses is the **professionalization of the learner**. Each learner benefits from an individualized training course that is characterized by flexibility, strong integration with agents in the area (schools, public and private companies, employment services, territorial social services), continuous monitoring, verification and redesign in itinere of the individualized training courses.

The courses have a duration of 900 hours/year and consist of lectures and internship following the following phases:

- 1st phase: reception, acquaintance, initial orientation to professions.
- 2nd phase: acquisition of basic general, working and communication skills, transferable to different tasks and contexts (classroom).
- 3rd phase: acquisition and deepening of specific professional skills (internship).
- 4th stage: consolidation of professional competencies and skills, conscious confirmation and validation of self-knowledge and know-how (restitution), certification and exit accompaniment.

In particular, in the philosophy of Capodarco Formazione the training activity as a whole assumes a central and autonomous role in the construction of a path of growth and personal and professional development, preparatory to possible job placement in cases where it is deemed appropriate to provide it. Needs and characteristics of some people, in fact, do not always make job placement a chance but, on the contrary, an unnecessary risk factor.

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Training activities take place in the classroom, in the company and in workshops for those trainees who cannot receive benefit from placement, according to a timetable planned in the initial project and which can be adapted to the needs of the individual.

The focus is on the needs of all the people who access their services in an attempt to give them the opportunity for a human and relational experience where they can feel seen and recognized in their specific characteristics as unique and unrepeatable human beings and where the trainer's behaviour is marked by actions of encouragement and support in the face of the difficulties experienced.

The spirit is to create a relational network among the learners and favourable conditions for building peaceful relationships. What is sensitively applied by each individual trainer is a non-judgmental, open and accepting attitude aimed at supporting the realization of genuine relationships. The focus is in promoting participation and sharing through valuing and respecting differences and confrontation always with special attention to the emotional needs of each person.

In order to promote integration and inclusion, actions directed at building territorial networks are also guaranteed with the aim of removing any obstacles to the real concretization of that process of inclusion that proves to be essential for the well-being of each of us. We refer to the building of relationships with services, schools, parishes, family, and all those figures who, for different reasons, rotate in the lives of the students.

In summary, the individualized training pathway, which places the relationship at the centre, is structured as follows:

- Identification of needs.
- Individualization of the pathway.
- Individualization of an Individualized Training Plan.

With regard to training internship activities, special attention is given to the following aspects:

- Constant tutoring to detect any problems and continuous encouragement to overcome difficulties (trainer/tutor Capodarco Formazione).
- Ongoing relationship with the company tutor to build a collaboration that can ensure the support of the young trainee and the realization of a learning experience and a personal and professional growth.
- Supportive work with the business mentor in respect of his/her needs and those of the learner.
- Constant attention to building a good relationship with families centered on characteristics of alliance and collaboration for overcoming any fears related to the development of greater and gradual autonomy of the son/daughter.

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In short, it can be summarized that the objective of the internship activity is the **acquisition of technical-professional skills and transversal skills**, relative to the dimension of relating and dealing with problems.

The purpose of the internship is the promotion of knowledge of the world of work (organization, rules, levels of responsibility, necessary skills) and the acquisition of technical and professional skills specific to the chosen profile.

The training activity of the internship consists of **three actions**:

### **Action 1 - Finding Companies**

Finding companies is a nodal and strategic point for the success of the intervention.

Schematically, this is done by:

- Sending information material, through letter or e-mail, to the identified companies.
- Phone contact: identification of the company contact person, verification of interest in participating in the project, definition of a meeting.
- Meeting with the company contact person: presentation of the project, Company/Business Agreement.
- Analysis of the company for: structure and functional organization of the company; data on disabled people already in the workforce (number, type, tasks, critical issues), organization of the production cycle; analysis of job positions offered, and job skills required.

Following these meetings, the matching and preparation of the internship training project with the timing, objectives (skills to be acquired on the work and relational level), insurance policies etc. is carried out.

### **Action 2 - Initiation and management of the experience**

The Capodarco Formazione trainer/tutor accompanies the trainee in the socialization and adaptation phase to the environment, the gradual acquisition of skills, and integration with colleagues and the work group. The trainer/tutor acts as an intermediary between the person placed and the company, ensures the proper circularity of information between the parties involved, supports the person and promotes his social and relational insertion by involving the work group, prevents problems and intervenes promptly in case of overt difficulties by suggesting corrective actions, collaborates with the company tutor.

### **Action 3 - Monitoring and evaluation**

Monitoring and evaluation are carried out through direct observation of the trainee, interviews with work colleagues and the company tutor, and the use of specially

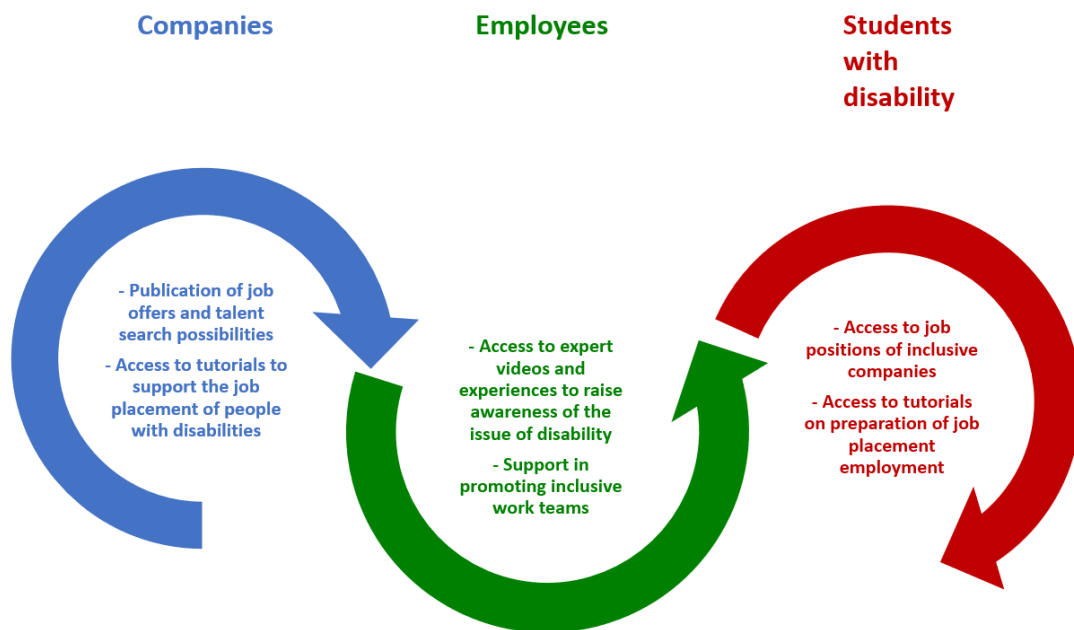
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structured forms noting the quantitative and qualitative level of professional skills achieved and/or to be increased, transversal skills related to the work environment and relationship, and the level of integration and satisfaction of the person and the company.

The forms are compiled jointly with the company mentor and discussed with the trainee and are intended to make objectively measurable evaluations capable of providing objective criteria both for determining the positivity of the experience and for making corrective and supplementary actions to improve the person's performance. The evaluations are aimed at verifying the effective achievement of the objectives defined in the initial internship project.

#### Best practice 4 – TutorialMe – Managing Disability

**TutorialMe - Managing Disability** is a web platform designed to facilitate the matching of job supply and demand and created in 2020 by Fondazione Allianz UMANA MENTE in collaboration with Coordinamento degli Atenei Lombardi per la Disabilità (C.A.L.D.). It is an accessible and completely free tool which is the result of research carried out in 2017 by the Allianz UMANA MENTE Foundation, the Sodalitas Foundation and the C.A.L.D. which showed that 4 out of the 250 companies surveyed use 'traditional' tools to recruit



*Graph 5: TutrialMe Job Placement Scheme*

employees with disabilities, such as Job Centres (27%) and specialised Agencies (18%): starting from this data, the need was felt to develop a new and more immediate tool for the interaction between workers with disabilities and the labour market. The

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universities that have joined the initiative include Politecnico Milano, Scuola Normale Superiore, Università Commerciale Luigi Bocconi, Università degli Studi di Milano Bicocca and Università Cattolica del Sacro Cuore.

TutorialMe is a **website that aims to channel online training and job placement** of young people who have participated in the 'Learning from excellence' project and to facilitate the meeting between the realities of excellence in different professional sectors and job seekers. The web-platform intends to promote a new culture of disability, creating job placement opportunities for young people, graduates and undergraduates, and remote training moments through video tutorials, realised thanks to the scientific supervision of the C.A.L.D.

The structure of the site is consequently organised in two main sections: one dedicated to the demand side, the other to the supply side of roles and possibilities in the labour market.

The first is dedicated to people with disabilities who can apply for a job position among those published by the partner companies. Young people who register can also access the video section dedicated to job placement and the video-testimonies of those who experience disability first-hand.

The second section is dedicated to companies that can publish job positions and view the curricula of young people. In this section there are tutorials dedicated to the training of company personnel to facilitate easier onboarding of employees with disabilities once they are hired by the company.

Moreover, TutorialMe's objective is not only to provide individual employment opportunities for people with disabilities, but also to contribute to the construction of useful tools to facilitate job mobility and to enhance the potential for career progression. In this sense, the involvement of the Sodalitas Foundation, known for its commitment to spreading the values of corporate sustainability, is significant. It has also promoted the 'Charter for Equal Opportunities', a declaration of intent voluntarily signed by companies of all sizes, for a corporate culture and inclusive human resources policies, in order to guarantee employment and possible career advancement in line with individual capacities and aspirations.

Source: <https://www.managingdisability.it/>

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of the European Union



## POLAND

In Poland, we can find several methods and instruments/tools on work integration of people with disabilities in work. Here, for the purpose of the project we would like to present four of the best practices: 1. supported employment specialists' services; 2. online platform for work placement for both employers and people with disabilities looking for a job; 3. activities of Polish Association of Disabled People Employers and 4. 100 MIRRORS INCLUSIVE-Erasmus + project and its final results.

### Best practice 1 – SUPPORTED EMPLOYMENT

According to the definition presented by the European Union for Supported Employment - "supported employment is support for people with various disabilities or people excluded in gaining and maintaining work on the open labour market".

1. Employment (work) for remuneration - people with disabilities should receive remuneration commensurate with the work done. If the amount of the minimum wage is determined in each country, the person with disability should receive at least its equivalent or salary in accordance with the rate adopted for a given position.
2. Open labour market - people with disabilities should be ordinary employees with the same remuneration and employment conditions as well-qualified employees in the public, private and non-governmental sectors.
3. Continuous support - refers to the broadest understanding of support during paid employment. Support is individual and is based on the needs of both the person / employee and the employer.

Definition of the World Association of Supported Employment - World Association of Supported Employment (WASE) - „supported employment is paid work performed by people with disabilities in the open labour market, with constant support from other people. Paid work means the same pay for the same work as non-disabled people do. "

SE consists of five-stage support process:

1. Client engagement – it is based on the key values of availability and choice based on knowledge.
2. Vocational profiling - empowering the person throughout the whole process.
3. Job finding - self-determination and conscious choice based on knowledge are key values of supported employment.
4. Employer engagement – Availability, flexibility and confidentiality are key values that must be protected throughout the process.

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5. On and off job support – flexibility, confidentiality and respect are the main elements of effective support. Support measures apply especially when a person with disabilities is employed for remuneration. Such measures are implemented by providing a carer / job coach.

**On and Off Job Support** is one of the core elements of Supported Employment and Stage five of the Supported Employment process. The aim is not only to support the client starting the new job, but also to maintain the job over a period. Instead of rehabilitation concepts, which will systematically train the client for the job and pay no attention to the culture of the company and internal working methods, supported employment provides individual (long-term) support on the workplace involving the client, employer, co-workers, and mentors. The implementation and the level of support always depends on the individual need of the client.

An important issue to increase independence of the client is to strengthen the client's ability concerning Self-Management and Self-Instruction. Different strategies could be useful to empower Self-Management.

For example, if the client forgets to take his/her break sometimes or forgets how long he/she has to work on a certain task, then a watch alarm or remember-cards could help the client to be on time.

Therefore, it is useful to prepare together with the client, mentor and other co-workers effective, individual and well-thought-out strategies, which consider the learning style (visual, tactile, auditory) of the client. At this point, the Supported Employment Specialist will no longer be needed in the workplace and the client is able to complete her/his job tasks and duties under the condition of the natural environment. But the SES stays in touch with the client and the company in case of important issues and still supports the wellbeing of the person as well as the sustainability of employment.

To ensure wellbeing and sustainability of employment the SES together with the client develops a long-term-support and career plan.

In Poland, there are two organization which promote Supported Employment in PL in many ways: providing training for supported employment specialist, setting standards, cooperation with EUSE and other European institutions active in SE:

1. Polish Union of Supported Employment - <http://puzw.pl/portal/>
2. Polish Federation of Supported Employment - <http://pfzw.pl/en/>

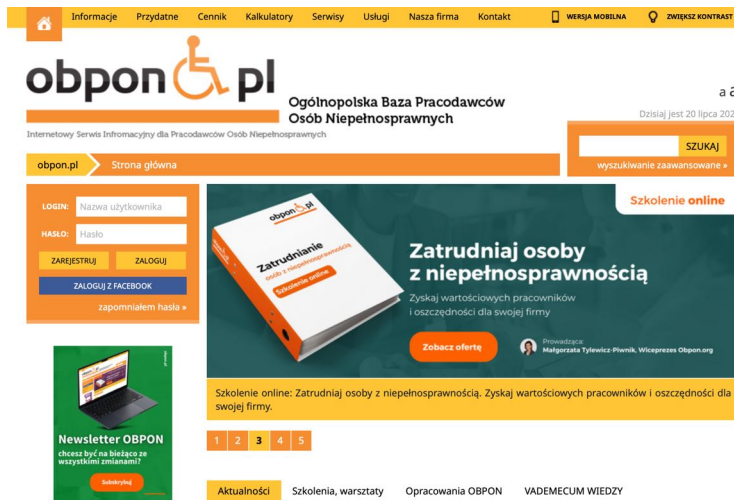
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## Best practice 2 – NATIONAL DATABASE OF DISABLED PERSONS' EMPLOYERS – OBPON

The company was created as an answer to the changing needs of the labour market. It is a place which connects employers offering the possibility of remote and stationary work with people looking for such a solution. Thanks to OBPON work no longer has to be associated with limitations concerning the place or time of work.



People with disabilities are employed based on employment contracts in the form of telework. In the era of the pandemic, this solution is very beneficial both for the employer, who does not have to adapt the workplace, and the employee, who often could not do the work in a stationary place due to his

Image 10: OBPON website image

disability. In addition, remote work means that there are no territorial restrictions - the employee is found throughout Poland, and the contract is concluded remotely. All issues related to the required documentation lie with OBPON.

A huge facilitation for the employer is also the help in the process of preparing the employee for employment, i.e., organizing health and safety trainings, preliminary examinations, examinations of specialist doctors, providing systems for remote work or support in the onboarding process.

The post-pandemic economy has shown companies that remote work can be a full-fledged part of employment. They are paying more attention to diversity in their workforce, and this is reflected in a gradual increase in interest in hiring people with disabilities. OBPON is an example of building a business based on openness, tolerance, and social responsibility. Employment of people with disabilities and promotion of their professional activation in the workplace is one of the main assumptions of the portal.

Source: <https://obpon.pl/>

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### Best practice 3 – POPON

The Polish Organization of Employers of Persons with Disabilities (POPON) was established to represent the interests of its members in the area of legislation. POPON is the largest association of entrepreneurs employing people with disabilities. It has been active since 1995. It brings together nearly 600 companies and institutions that employ a total of approximately 65 thousand employees, including more than 35 thousand people with disabilities. The organization has its offices in nine major Polish cities, and it is offering enormous help to employers on all legal and practical issues of employment of people with disabilities. Since in Poland the legal rules concerning employment of people with disabilities are changing quite often, the employers-members of the POPON can regularly participate trainings on the subject.

POPON also participates in EU and national projects promoting best practices in employment of people with disabilities.

POPON provides services for employers in order to facilitate employment of people with disabilities, such as:

1. Certificate Disabled-friendly place - The purpose of the certification is to identify and promote places that are accessible and friendly to people with disabilities. By issuing the certificate, POPON experts confirm that in a given space, as of the date of the certificate, there are no architectural barriers. The staff and people employed at the place are prepared for contact with customers with disabilities. Disabled people visiting a place are assured that it is free of architectural barriers and that they will meet with the openness and friendliness of the staff working here, who will be able to provide them with quick and professional assistance if necessary.
2. Trainings - Training for employers of people with disabilities based on an individually prepared training or workshop program.
3. Legal advice.
4. Elaboration of Individual Rehabilitation Plans.
5. Job offers – POPON is registered as employment agency and has many years of experience in the field of recruitment and selection of employees with particular emphasis on disabled workers. Thanks to numerous contacts and permanent cooperation with, among others, career offices, as well as an extensive database including disabled people from all over the country, POPON effectively and quickly recruit for all positions, from blue-collar workers to high-class managers. The turnaround time of the service does not exceed 30 days from the moment of ordering the service.

More information: <https://popon.pl/>

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## Best practice 4 – 100 MIRRORS INCLUSIVE

The project was dedicated to women with disabilities to help them return to the labour market through training and guidance services as well as the promotion of best practices throughout the EU.



The main aim of this project was to promote inclusive entrepreneurship for women with disabilities by developing a methodology based on coaching and mentoring of people with physical disabilities, that are willing to become entrepreneurs through job shadowing and coaching given by successful

*Image 11: Inclusion 2. Source: Canva*

entrepreneurs with disabilities. This training is a fresh, new, energetic programme with an innovative curriculum format that introduce learners to the skill sets required to become an entrepreneur and it contribute to self-development and attributes and related personal competencies.

In the e-learning platform we offer among other materials:

- A Guide about how to coach disabled women for developing inclusive entrepreneurship.
- An Inclusive entrepreneurship Manual to help the reader to assess and rise her entrepreneurship.

The Guide also explains the differences between mentoring and coaching as two widely recognized practices for acquiring skills and competences. However, Coaching and Mentoring serve different needs and therefore they are approached with different methodological approaches.

On the project website you can also find: A collection of European disabled woman entrepreneurs: women portraits translated into different languages including video interviews subtitled in English.

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## OTHER RESOURCES:

1. Video (Polish version) on good and bad practices of integration of people with disabilities in the workplace: <https://www.integracja.org/wydarzenia/dobre-i-zle-praktyki-zatrudnianie-osob-z-niepełnosprawnościami/>
2. Manual: Work and Disability, Successful integration based on Belgium experiences (Polish Version) [https://psoni.org.pl/wp-content/uploads/2015/09/praca\\_belgia.pdf](https://psoni.org.pl/wp-content/uploads/2015/09/praca_belgia.pdf)
3. Erasmus+ project: NETWORK OF SES. The project aims were as follows: broadening the knowledge about the socio-occupational functioning of people with disabilities; learning about the effective and proven method of professional activation of people with disabilities – supported employment; updating skills and qualifications of supported employment specialists (SES) in partner countries, exchange of best practices between SES; expressing SES opinions on the functioning of the social-occupational activation system for people with disabilities in partner countries.

## PORTUGAL

### Best practice 1 – VALOR T

Context: in Portugal there is a lot of dispersed effort of good practices to support the employability of people with disabilities, so we chose an example that managed to standardize the link between employer and employee, at a national level. It is a platform called “Valor T”.

Valor T is a good example of a match between all employers and all those interested in getting a job, plus the entities that can intervene and give support in this process: Valor T was created and is managed by Santa Casa da Misericórdia de Lisboa, this is a non-profit Portuguese Catholic secular organization. It has the right to maintain and operate lotteries and betting throughout Portugal. The “Valor T” platform was created and promoted at a national level, it is widely publicized for companies and people with disabilities to get to know them, through videos that pass and all the lottery points of sale in Portugal. Furthermore, there was a huge effort for all disability NGOs to meet and get to know and work with Valor T as well as for-profit companies to get to know and use it.

Valor T is recent and for the time being, what it does is work intermediation, focused on bringing the skills of Candidates, people with disabilities, closer to the needs of Employers, in the different stages of recruitment.

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1. It is based on the Candidate Registration on an online platform and monitoring in the search for skills with assessment of their professional potential.
2. It identifies companies and jobs interested in including people with disabilities in their HR
3. match the two entities (employer and future employee) and support job placement

This platform has some important success factors: it is the only one to be able to make this match effort at a national level, it does a lot of publicity to acquire a high number of candidates and employers, it has formal and informal partnership contracts with the great objective to be able to maximize its implementation and support area; has a team exclusively for this platform, has support from European money and obligations of quality control and impact to be inspected.

#### Best practice 2 – “JERONIMO MARTINS” BUSINESS GROUP CREATED THE “CENTRO INCLUI” (INCLUDING CENTER)

Another good example is the Portuguese business group, “Jeronimo Martins”, which has shown itself to be focused on the trends of each phase, with environmental sustainability and currently on the employability of the most unprotected, including people with disabilities. In its group of companies there is one of the largest Portuguese supermarket chains that focused on training people with disabilities to integrate their human resources in various areas. For this to be better done, it has recently created the Include Centre. In other words, it created a training centre from scratch that mimics an authentic supermarket where people with disabilities, before being employed, come to train and discover the area where they can be more valuable in the company's employment chain. At the inclusion centre, one learns to work in the areas of his greatest interest, while at the same time detecting his greatest assets as a collaborator in a company of the group that he may join. In this capacity building and training centre, only people come who have already passed the interview phase and who are very likely to be hired. The various types of disabilities are considered: signs and fonts chosen to facilitate reading for those with reduced visual abilities, tactile floor plan for blind people, translation from Portuguese to Braille, colour code for colour blind people, headphones for comfort of people with autism, are some examples. The person and the company learn from each other the best way to adapt and get to know the best way to work together.

There are many cases of good employability practices, but these have the quality of, Valor T, being transversal to the entire territory and wanting to bridge all stakeholders and Centro Includi, standing out for the care and effort it makes so that integration work

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of the person with a disability is carried out in the most efficient way and without possible mishaps.

The association NOVAMENTE has already used these two examples of well-adapted employability and confirms that they work and that both are also partners with each other.

#### Best practice 3 – ICF Portugal, O Inclusive Community Forum

The Inclusive Community Forum (ICF) is an initiative of Universidade Nova SBE and aims to promote a more inclusive community.

How? Connect and create a network made up of all those involved in the lives of people with disabilities, challenging them to play an active role in the co-creation of solutions. People with disabilities, their representatives and caregivers, companies and society in general are brought together by the ICF to discuss issues and create solutions.

In the case of employability, the ICF made a survey of the employability situation of person with disabilities in Portugal, looked for the reasons why they were no longer employed and the way they would like to be employed and brought together the various groups in society, presented the conclusions and launched challenges to create answers/solutions.

From here, employability projects are born, such as:

- commitment to employability, more than 100 companies have signed with ICF a commitment to employ people with disabilities in their staff by a deadline
- peer to peer, peer groups (a university student and a person with a disability who dreams of getting a job) get together for months and learn to make CVs, interviews, know how to value themselves and together they go to companies to present themselves to be recruited for available jobs at that company. University students gain from their approach to a person with a disability and all the reality that surrounds them; the person with a disability win by learning with a peer in a continuous and dynamic way, both win by presenting themselves to interested companies, companies win by attending presentations by these people who are likely to become their employees and who present themselves in a more complete pragmatic way.
- training for employability: three NGO, two groups of companies came together to train people with disabilities. The NGOs that train people with disabilities do not know exactly what is intended, in general, from the person they employ; companies ask for impossible qualities from people with disabilities. We bring the two worlds together. The two large companies already provided training to their employees in the areas they consider important, for example:

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communication, digitalization, cyber security, conflict management, etc. They minimally adapted these training courses and made them available to people with disabilities. Persons with disabilities became more qualified for matters of interest to current companies, companies were left with candidates trained with items that interested them, everyone gained by getting to know each other and doing this joint experience, bringing their realities that are usually so distant and without understanding.

So far, the ICF has focused on two themes that have always had the inclusion of people with disabilities in the community as a common denominator – employability and education.

By being part of Nova SBE, being part of the Nova SBE Leadership for Impact Knowledge Center, ICF has its vast network of contacts and partners that allows it not only to leverage and scale its initiatives, but also its impact potential.

#### Best practice 4 – El Corte Inglés

It is a chain of megastores selling clothes, electronics, home, supermarket, etc. to the public. These store chains have a policy of being prepared and encouraging the hiring of people with disabilities. There is an area of the company's human resources dedicated only to people with disabilities. They contact NGOs for people with disabilities to present vacancies they have and meet potential candidates. Several times a year, it integrates a group of people who visit the stores, do internships, and discover the areas where they are most precious. They are sent to these areas of the company to work there. Their future colleagues are trained to better welcome and support the person with a disability,



one person will become your mentor. Often the mentor of this new collaborator, is also a person with a disability, other times it is a colleague or his supervisor. The new employee is placed in a pre-employment phase, like an internship, where he trains his future functions and is trained in the company's environment, concepts, etc. At this stage and even when a person

*Image 12: Supermarket. Source: Canva*

with a disability finally joins as a collaborator, The person with a disability is invited to present a contact person from outside the company who can be asked for extra support (teaching how to use transport to work, reading the contract, tricks on how to

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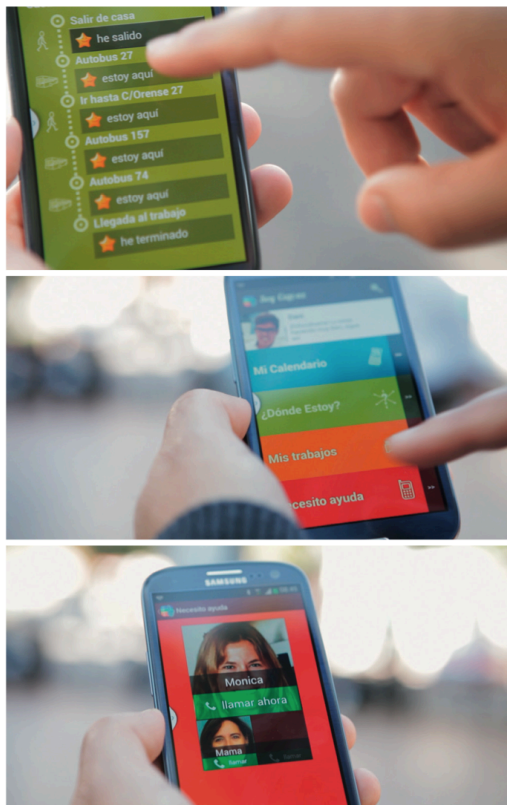
remembering tasks, relationship doubts, etc.). this person is preferably an NGO technician, when this is not possible, he/she is an informal caregiver.

El Corte in England has an exemplary rate of employability of people with disabilities. In the association's experience again, the people who are integrated there are treated as family and are taken into account for professional growth. It's a win for everyone.

## SPAIN

### Best practice 1 – SOY CAPPAZ application

Fundación MAPFRE and Fundación GMP offer support to people with intellectual disabilities through different initiatives, one of which is the free [application SOY CAPPAZ](#), a tool that helps people with disabilities to enter the world of work and with which they can develop their lives more independently.



*Image 13: SOY CAPPAZ App*

This application reinforces that people with intellectual disabilities can lead an independent life, both personally and at work, and improve their autonomy and professional integration. It helps to remember appointments and tasks and facilitates mobility, as well as offering accessible solutions that will allow them to be more autonomous, in addition to facilitating the life of their support persons: family members, tutors and/or employment mediators.

This application is available for Android devices and is easy to access and use. It has several functionalities:

My Calendar: for remembering important to appointments and scheduling events.

It has access to Google Calendar, allowing a support person to update and review dates.

Where am I? for autonomous and safe journeys along the routes included. The start of the route, intermediate points or stops and the destination are marked. All this can be seen live by the support person.

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**My work:** In a very simple way, the application shows us how to carry out the activities that have to be carried out on a day-to-day basis by means of demonstrative videos that explain all the tasks that must be carried out (e.g., scanning or printing documents, starting up a household appliance). The video can be viewed by selecting it from the gallery or directly by scanning a barcode provided by the application itself.

**Need help:** This is the function for contacting support people directly when you need help. SOY CAPPAZ allows you to organise your phone numbers in order of preference and to schedule possible times for making calls, depending on the type of support person you want to consult.

With this application the user feels supported and accompanied in their daily activities, bringing peace of mind to the support persons at the same time. It is very useful and easy to use so we can consider it as a best practice.

Source: <https://www.fundacionmapfre.org/accion-social/programa-social-empelo/integracion/app-soy-cappaz/>

## Best practice 2 – “PLENA INCLUSION” APP OF ACCESSIBLE PUBLIC EMPLOYMENT

Looking for a job? Have you thought about preparing an opposition and working in a public administration? Full inclusion has created an app to know when there are public employment offers for people with intellectual disabilities.

This app can also be used:

- With Android phones.
- With Apple phones shortly.
- Like a website.

Public employment is working in an Administration. For example: in a ministry or a town hall. The job offers of this app are for people who have a certificate of at least 33% intellectual disability.

The app gives employment information in the state, regional or local administration.

For example, right now there is employment information in Andalusia, Asturias, Castilla y León or the Canary Islands.

There are also answers to the most frequently asked questions.

The information is also organized by calls. A call is when a public administration offers a job.

In each call you can find:

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- Basic information. For example: what is an opposition.
- Original application of the call and version in easy reading.
- Document to sign up for the call.
- Places where they can help you prepare the opposition.
- When the date and place is published, information on how to get to the place of the exam.
- Topics to prepare for the exam.
- Examples of exams to prepare you.
- Exercises to study.
- Links to the information that is published of the call.

We have made the application with the support of Fundación Mutua Madrileña.

Source: <https://www.plenainclusion.org/>

### Best practice 3 – LABORVALIA ENTITY

LABORVALÍA is an entity promoted by the Provincial Council of Ciudad Real and the Junta de Comunidades de Castilla La Mancha, which was founded in 2002. It is formed by 16 Occupational workers from the province of Ciudad Real who work for people with different abilities trying to improve their quality of life from a model of care that promotes a community environment that facilitates the development of the person as an individual and active member of the community. This objective includes others such as:



- Raise awareness and sensitize society in relation to the world of mental disability.
- Contribute to creating a new culture in which the integration of people with disabilities is a priority.
- Promote social integration and a greater degree of autonomy and personal development of people with mental disabilities.
- Raise awareness among companies about the work capacities of people with disabilities.
- Offer companies a service of placement, advice, and continuous monitoring through the Supported Employment program.
- Provide a support and help service to the families of people with disabilities.

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The foundations of the Association are on the one hand to offer real employment opportunities as part of the person's vital project and on the other to establish a network of supports within their closest circle.

Source: <http://laborvalia.es/>

#### Best practice 4 – PROGRAMA INSERTA

The INSERTA Programme is aimed at companies that include within their strategic policies the implementation of a management system based on the principles of Corporate Social Responsibility, fundamentally through the voluntary integration of social concerns in their commercial operations and their relations with their Stakeholders, and specifically by promoting their commitment to the group of people with disabilities, for which the ONCE Foundation offers the company its specialised advice.



*Image 14: Formación y Empleo banner website*

Adherence to the Programme is materialised through the signing of an Agreement, through which a specific action plan is articulated in a coordinated manner and which, progressively for each of the years, determines the actions to be undertaken according to the needs, the specificities of the business, the object, social objective, and strategies of each company.

The areas of action of the INSERTA Agreement, in which the ONCE Foundation advises companies, are made up of the following:

- Development of strategic projects for the generation of direct employment and promotion of training for people with disabilities.
- Indirect labour integration.
- Promotion of actions in the field of accessibility of goods and services.
- Inclusion of actions and strategies related to disability in the social responsibility plans of large companies.
- Dissemination and social awareness actions.
- Projects that contribute to the improvement of the group of people with disabilities.

Source: <https://www.fundaciononce.es/es/que-hacemos/formacion-y-empleo>

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## CONCLUSIONS

The conclusions drawn from the presented best practices in Belgium, Bulgaria, Italy, and Poland highlight a commitment to promoting diversity, inclusivity, and employment opportunities for people with disabilities across these countries. Each nation showcases specific initiatives and legislation to support the social and economic integration of individuals with disabilities. Belgium demonstrates proactive support through programs like DiversiCom, SABx, and Nos Pilifs Farm, emphasizing inclusive work environments and personal development. Bulgaria focuses on the Social and Solidarity Economy Enterprises Act to promote employment and social inclusion for people with disabilities. Italy showcases initiatives like Diversitalavoro, Job Stations, PFI, and TutorialMe, fostering inclusive entrepreneurship and facilitating job matching. Poland implements supported employment specialists, the National Database of Disabled Persons' Employers (OBPON), Polish Association of Disabled People Employers, and the 100 Mirrors Inclusive project to aid work integration and support women with disabilities in entrepreneurship. Overall, these practices demonstrate positive efforts towards creating an inclusive and diverse workforce, promoting equal opportunities, and fostering a sense of belonging for people with disabilities.

Furthermore, these best practices showcase collaborative efforts involving governments, foundations, organizations, and employers working together to create an inclusive work environment. They highlight the importance of recognizing the unique talents and skills of individuals with disabilities and providing them with the necessary support to thrive in their chosen careers. Overall, these best practices exemplify a positive and proactive approach to promoting diversity, inclusion, and empowerment for people with disabilities in the workforce.



*Image 15: Diversity. Source: Canva*

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