

Compendium



**Good practice
in employment of
people with disabilities**



The background of the image is a dense, abstract composition of thick, expressive brushstrokes in a wide array of colors, including vibrant reds, blues, yellows, and purples. The strokes are layered and overlapping, creating a rich, textured visual field. The overall effect is one of dynamic energy and complexity.

*T*aking a broader view . . .

Published on the initiative of
the social partners
(ETUC, UNICE, CEEP)



European Trade Union
Confederation



With the support
of the European Commission



EUROPEAN
COMMISSION

The contents of this publication do not necessarily reflect the opinion or position
of the European Commission, Directorate-General for Employment,
Industrial Relations and Social Affairs

A great deal of additional information on the European Union is available on the Internet.
It can be accessed through the Europa server (<http://europa.eu.int>).

Cataloguing data can be found at the end of this publication.

Luxembourg: Office for Official Publications of the European Communities, 1999

ISBN 92-828-6062-0

© European Communities, 1999

Reproduction is authorised provided the source is acknowledged.

Printed in Belgium

PRINTED ON WHITE CHLORINE-FREE PAPER

Compendium

Good practice in employment of people with disabilities

Employment & social affairs

**Industrial relations
and industrial change**

European Commission
Directorate-General
for Employment, Industrial Relations
and Social Affairs
Unit V/D.1

Pref

Face

Message from Pádraig FLYNN

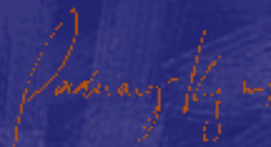
The situation of disabled people in the European Union is increasingly giving cause for concern: more than 37 million Europeans have some form of disability. What is more, a whole series of obstacles stand in their way when they try to join the labour market or keep a job. Although substantial progress has been made in eliminating these barriers, compared to other workers, getting a job is twice as hard for people with disabilities.

Taking up this challenge, over the past couple of years, the European Union has been working on a new approach based on equal opportunities for disabled people or, in other words, mainstreaming. Thus the aim of improving the labour market participation rates of disabled people was incorporated in full into the new European employment strategy decided upon by the Heads of State or Government at the special European Council on Employment held on 20 and 21 November 1997. It has been reflected more fully in the draft 1999 Guidelines for Member States' Employment Policies adopted recently by the Commission.

Further to that same strategy, the social partners have been requested, at their different levels of responsibility and operation, to conclude agreements with the aim of opening to people with disabilities, opportunities for training, work experience, traineeships and other such measures.

This compendium clearly shows how the social partners can combine their efforts in promoting the integration of people with disabilities. It proves that practical steps taken through partnerships can overcome the obstacles encountered by disabled people. It shows that business need not see disability as a burden.

The work on the compendium and the stance taken in the employment guidelines have demonstrated that there is a common will among all those working in the employment policy field in the European Union to press on in this field. Our aim is to break down all the barriers and petty discriminations which people with disability face in the world of work. We are seeking to create true equality of access, a labour market truly open to all.



Padraig FLYNN,
Commission Member

Contents

PREFACE	5
CASES BY MEMBER STATES	8
INTRODUCTION BY THE SOCIAL PARTNERS	10
36 CASES OF GOOD PRACTICE	
<i>Awareness-raising</i>	12
<i>Better understanding through dialogue — Horizon 2000, Belgium</i>	13
<i>Guide to best practice — Irish Trade Union Trust, Ireland</i>	14
<i>Foundation, information to raise awareness — Lika Villkor Foundation, Sweden</i>	15
<i>An employers' association — Employers' Forum on Disability, United Kingdom</i>	16
<i>Recruitment</i>	17
<i>Shouldering its responsibilities — GRAM A/S, Denmark</i>	18
<i>Half-and-half Migratronics — Denmark</i>	19
<i>Helping each other — Leipziger Verkehrsbetriebe, Germany</i>	20
<i>A future in IT — SAP, Germany</i>	21
<i>The fruits of genuine cooperation — Paul-Ehrlich Institut, Germany</i>	23
<i>Where training and promotion coincide — Banque Populaire Val de France, France</i>	24
<i>Now boarding — Air France, France</i>	26
<i>Showing the way at Disney — Disneyland Paris, France</i>	27
<i>Applications encouraged — Aer Rianta, Ireland</i>	28
<i>Recruiting ability — H. J. Heinz Company Limited, Ireland</i>	29
<i>No longer feeling excluded from working life — Caridata, Italy</i>	30
<i>Eighty new telecommunicators — TIM, Italy</i>	32
<i>Resolution in recruitment — Yazaki Saltano de Portugal, Portugal</i>	33
<i>An open approach — BT, United Kingdom</i>	35

Contents

Job retention	3 6
<i>Tailor-made light jobs — DSB, Denmark</i>	3 7
<i>Meeting the cost of gradual reintegration — Adam Opel AG, Germany</i>	3 9
<i>Self-fulfilment at work — Eulen, Spain</i>	4 0
<i>Disability does not mean dismissal — Centre Leclerc, France</i>	4 2
<i>100 % efficient redeployment — Manufacture Vosgienne de Meubles et Sièges, France</i>	4 3
<i>Employment agency within the undertaking — Nederlandse Spoorwegen, Netherlands</i>	4 5
<i>Return to work — FNV, Netherlands</i>	4 7
<i>Cutting accidents at work — STTK, Finland</i>	4 9
<i>New tools — Barclays Bank plc, United Kingdom</i>	5 0
Training	5 1
<i>Guidance for disabled students — Tremplin, France</i>	5 2
<i>Training/employment contracts — A.Co.Se.R, Italy</i>	5 3
<i>Milan: traineeships in woodworking — Tecno Varedo, Italy</i>	5 4
<i>All together now — Siemens, Austria</i>	5 5
<i>Gardeners: trained and hired — The city of, Austria</i>	5 7
<i>Making integration easier — IEFP, Portugal</i>	5 8
<i>Gaining experience by practising a trade — ARCIL, Portugal</i>	5 9
<i>Training by colleagues — AB Svenska Spel, Sweden</i>	6 0
<i>In unison — Unison, United Kingdom</i>	6 1
LEGISLATION IN THE MEMBER STATES	6 2
GLOSSARY	7 3
BIBLIOGRAPHY	7 4

Cases by Member States

BELGIUM

Better understanding through dialogue — Horizon 2000 13

DENMARK

Shouldering its responsibilities — GRAM A/S 18

Half-and-half — Migratronics 19

Tailor-made light jobs — DSB 37

GERMANY

Helping each other — Leipziger Verkehrsbetriebe 20

A future in IT — SAP 21

The fruits of genuine cooperation — Paul-Ehrlich Institut 23

Meeting the cost of gradual reintegration — Adam Opel AG 39

SPAIN

Self-fulfilment at work — Eulen 40

FRANCE

Where training and promotion coincide — Banque Populaire Val de France 24

Now boarding — Air France 26

Showing the way at Disney — Disneyland Paris 27

Disability does not mean dismissal — Centre Leclerc 42

100 % efficient redeployment — Manufacture Vosgienne de Meubles et Sièges 43

Guidance for disabled students — Tremplin 52

IRELAND

Guide to best practice — Irish Trade Union Trust 14

Applications encouraged — Aer Rianta 28

Recruiting ability — H. J. Heinz Company Limited 29

Cases

ITALY

<i>No longer feeling excluded from working life — Caridata</i>	3 0
<i>Eighty new telecommunicators — TIM</i>	3 2
<i>Training/employment contracts — A.Co.Se.R.</i>	5 3
<i>Milan: traineeships in woodworking — Tecno Varedo</i>	5 4

NETHERLANDS

<i>Employment agency within the undertaking — Nederlandse Spoorwegen</i>	4 5
<i>Return to work — FNV</i>	4 7

AUSTRIA

<i>All together now — Siemens</i>	5 5
<i>Gardeners: trained and hired — The city of Vienna</i>	5 7

PORTUGAL

<i>Resolution in recruitment — Yazaki Saltano de Portugal</i>	3 3
<i>Making integration easier — IEFP</i>	5 8
<i>Gaining experience by practising a trade — ARCIL</i>	5 9

FINLAND

<i>Cutting accidents at work — STTK</i>	4 9
---	-----

SWEDEN

<i>Information to raise awareness — Lika Villkor Foundation</i>	1 5
<i>Training by colleagues — AB Svenska Spel</i>	6 0

UNITED KINGDOM

<i>An employers' association — The Employers' Forum on Disability</i>	1 6
<i>An open approach — BT</i>	3 5
<i>New tools — Barclays Bank plc</i>	5 0
<i>In unison — Unison</i>	6 1

Introduction

INTRODUCTION BY THE SOCIAL PARTNERS

To contribute to the discussions on equal opportunities for people with disabilities, CEEP, UNICE and ETUC undertook, within the context of the social dialogue, to draw up a compendium of good practice to show how companies and trade unions are integrating disabled people at the workplace. A working group was set up in July 1997 to produce this compendium with the support of the European Commission

This concern was also reflected at the special Jobs Summit held on 21 November 1997 in Luxembourg. The European Union's Heads of State or Government adopted guidelines for employment for the first time on 15 December 1997. One of the objectives set under the 'equal opportunities' pillar was the integration of disabled people into the world of work, an objective included in the social partners' contribution for the Luxembourg Summit.

To understand properly the obstacles to the employment of disabled people, the social partners first wanted to identify the problems facing both employers and employees in this area and then to see how they overcome them at the workplace. By means of this compendium the social partners aim to highlight positive initiatives taken in the ordinary work environment and bring them to the attention of their members, undertakings, workers and policy-makers.

Policies for integration of people with disabilities across Europe reflect the diversity of cultures and legislative frameworks in the Member States. This compendium does not seek to define what constitutes a disability, but refers to situations on the ground in each country. To facilitate understanding of the initiatives taken and carried through, there is a brief overview of the legislation of each of the countries concerned.

The compendium takes stock of the different approaches of companies in the market sector, both public and private, and also the specific features of all sizes of businesses — small, medium and large — operating in different industries. Special emphasis has been placed on examples of initiatives taken jointly by the social partners, but not to the exclusion of unilateral initiatives taken by employers or trade unions.

Taking account of different forms of disability, this compendium presents a wide range of themes on the integration of people with disabilities at the workplace, including the work environment, job retention, staff disability awareness training, and vocational training and experience.

The number and diversity of the examples provide clear evidence of the interest of both management and labour in this question.

These examples, confirmed by the experience of the people in the individual cases, show that employment of people with disabilities can have a positive impact not only on the disabled employees themselves but also on other staff and employers, as these measures have enabled the employees concerned to perform their tasks and duties more successfully. Access to employment is based first and foremost on recognition of skills rather than disability. The people involved believe these measures play a constructive part in workplace relations. More generally for society as a whole, they help to reinforce social cohesion.



Emilio Gabaglio
ETUC

Although much remains to be done in this area, this publication shows that the employment of disabled people in the open labour market is not only possible in theory: it is happening in practice. Far from being a limitation, it can add value in economic, social and human terms.

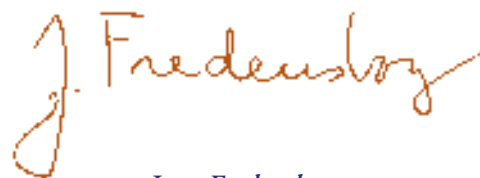
The social partners want this compendium of practical examples to be a source of inspiration and encouragement for employers and employees alike for initiatives that can be taken and applied at the workplace.



Dirk F. Hudig
UNICE

ETUC, UNICE and CEEP hope that this compendium will help to generate further momentum in employment of people with disabilities and serve as a tool for the exchange of ideas and good practice Europe-wide.

The social partners thank all the people who have been involved in this initiative for their valuable contributions and for their time.



Jytte Fredensborg
CEEP

Awareness-raising



Better understanding through dialogue

Horizon 2000 is a non-profit-making association which serves as a forum for communication between the different parties involved in integrating disabled people into social and working life. An Internet site has been set up and preparations are now in hand for a 'Handyjob day' where jobseekers can meet employers.

Since 1989 Horizon 2000 has been building up contacts with Belgian companies to promote the integration of disabled people into working life; 80 % have never worked and 20 % have lost their jobs. Operating in the non-market sector, the association also addresses information to the public at large about the circumstances and experiences of people with disabilities.

Horizon 2000 works with trade union organisations, companies and other organisations for the disabled. Its activities comprise meetings, study days and seminars. Some 70 % of its work is funded by the Walloon Region, the

remaining 30 % coming from the private sector.

Getting rid of prejudice, making companies aware of the true value of disabled people and inspiring confidence in their skills: the programme of Horizon 2000 drives home the message. The association has set up an Internet site for disabled job seekers: (<http://WWW.h2000.be/horizon2000>). It also organises 'de-mystification workshops'; run by disabled people, they aim to make human resource managers aware of opportunities for integrating disabled people into companies.

The organisation of one-off events is part of a long-term programme. Horizon 2000 has been organising 'Handycom' for three years now. The next 'fair for communication for and with disabled people' will be held in the summer of 1999. It will comprise different workshops: a forum for associations, areas for stands and events, and a 'Handyjob day' open to companies and disabled jobseekers, helping the latter to establish useful contacts with interested parties in the world of work.

Contact

Horizon 2000

Serge Van Brakel
Rue François Reconnu, 50bis
B-6061 Charleroi
Tel. (32- 71) 31 27 19
Fax (32- 71) 31 22 79

Guide to best practice

Increasing employment opportunities for disabled people is one of the aims of SIPTU, the biggest Irish trade union, and ITUT, its social solidarity service. This policy is a practical example of the key role that employees' organisations can play in promoting positive action and good practice in companies.

Contact

Irish Trade Union Trust

*Eddie Glackin
Anne Maria Kennedy*

Liberty Hall
Dublin 1
Ireland

Tel. (353-1) 878 72 72
Fax (353-1) 878 71 82

Ireland's biggest trade union, SIPTU (Services, Industrial, Professional and Technical Union), has roughly 200 000 members. It covers numerous branches of industry and has its own social service, ITUT (Irish Trade Union Trust). The latter deals in particular with the unemployed, retired and disabled members of SIPTU. Bringing together trade union and employers' organisations, ITUT has introduced a wide-ranging occupational integration scheme which has received European Union support under the Horizon Community Initiative.

The initiative focuses on four key areas: awareness-raising, employment opportu-

nities, business development and transnational cooperation. The awareness-raising measures aim to make trade union leaders and employers receptive to the concept of equality for able-bodied and disabled employees. Offers of employment have been made under a pilot project set up to develop partnerships between trade unions and employers in order to overcome recruitment difficulties. The entrepreneurship aspects cover the promotion of self-employment which can provide genuine work opportunities for disabled people. The transnational cooperation, based on the exchange of information between project partners, has also produced a publication, 'A guide to best practice'.

This initiative came to an end in March 1998. Its achievements were many: train-

ing programmes for the development of self-employment led to the creation of five jobs; a guide to awareness-raising and negotiation was drawn up for trade union officials; another publication outlines the situation of disabled people in Spain, Germany, Ireland and Wales.

All these activities organised by ITUT and SIPTU, with the participation of trade unionists, employers and associations for the disabled, are good examples of the way in which a trade union organisation can impart momentum and launch extremely practical projects for the integration of disabled people into the world of work

Information to raise awareness

The Lika Villkor Foundation provides an information service for companies with an interest in the occupational integration of disabled people. Databases, the sharing of good experience at the workplace and advice are available to persons with one and the same desire to change attitudes to the disabled.

Seven independent Swedish institutions (employers' organisations, trade unions and staff associations, national associations for the visually impaired and the deaf and the association for the disabled) came together to set up the Lika Villkor Foundation. Its aim: to help employers improve their understanding of what disabled persons are capable of.

Information is the first working tool of the Lika Villkor Foundation. For example, it invites employers to attend study sessions on improved status for the work of disabled people. Some 40 companies and associations with varying backgrounds (NGOs, political parties, industries, distributive trades) belong to the Foundation.

Three types of information are available from the 'Meeting Point Sweden' database

set up by Lika Villkor: firstly, information for employers of disabled people, giving them general information on how to recruit people with disabilities and the possible grants available; secondly, a 'dialogue' service: the Foundation operates as a relay between different company managers wishing to share their experiences on integrating disabled people into their working environment; thirdly, a 'traineeship pool' which disabled people can contact when seeking traineeships or employment. Employers can use the information and look for the skills they require, contacting the persons concerned directly.

When starting up, the Lika Villkor Foundation received funds from the European Social Fund, trade unions and disabled people's organisations. Contributions from members pay for its operations.

This scheme, based on information and networking, has proved its worth. The Foundation is now considering extending its aims; building up the network of enterprises would be a promising move.

Contact

**Lika Villkor
Foundation**

Frederik Nordling

S-12288 Enskede

Tel. (46-8) 39 94 78

Fax (46-8) 39 91 58

An employers' association

The Employers' Forum on Disability is an employers' organisation which makes it easier for employers to recruit, develop and retain disabled employees and to serve disabled customers. The Forum is funded and managed entirely by its members.

Contact

Employers' Forum on Disability

Susan Scott-Parker

Information Team
Nutmeg House
60 Gainsford Street
London SE1 2NY
United Kingdom
Tel. (44-171) 403 30 20
Fax (44-171) 403 04 04

With over 290 members, the Employers' Forum on Disability represents the employers of some 20 % of the British workforce. The association (the only one of its kind) helps employers to manage disability as a business priority through business-to-business communication and networking.

The Forum's members receive a range of employer-related services, including

information on examples of best practice in relation to the recruitment and integration of disabled employees and provision of customer services. The Forum has a help line for companies and publishes a unique range of documents and fact sheets which help employers to promote long-term attitude and change and to gain senior executive commitment to change policy and practice.

The Forum (alongside the Trades Union Congress) called for anti-discrimination legislation for disabled people and supports the need for credible legislation protecting disabled people as employees, potential employees and consumers.

A group of expert disabled individuals (Associates) advises the Forum on devel-

opments in the field and provides consultancy and other services to member organisations.

The initiatives taken by the Employers' Forum on Disability have produced encouraging results. Over 95 % of its members are satisfied with the services rendered and 90 % claim that the association's work has changed the way British employers manage disability. The Forum is planning to extend its regional seminar programmes and has active contacts with UNICE and the ILO.

The Forum has a significant European transnational membership base.