



**BEST PRACTICES FOR THE EMPLOYMENT  
OF PEOPLE WITH DISABILITIES  
AND ALTERED WORKING CAPACITY**

# BEST PRACTICES FOR THE EMPLOYMENT OF PEOPLE WITH DISABILITIES AND ALTERED WORKING CAPACITY



The **proAbility** project, seeking to increase the employment opportunities of PWD through the training of current and future company leaders, received a grant of 149 000 EUR from Iceland, Liechtenstein and Norway in the framework of the EEA Financial Mechanism. The overall aim of the project is to improve the employment opportunities of people with disabilities in the open labour market through the transfer and adaptation of best practices from Norway.



Professional representative: Dr. Tamás Kőpeczi-Bócz

Editor: Ildikó Németh

Translation: Orsolya Polyacskó

Proofreading: Simon John Milton

Published by the consortium of the proAbility project.

Corvinus University of Budapest, 2016.

[www.proAbility.hu](http://www.proAbility.hu)

Printing: CCPrinting Kft.

Responsible for printing: Áron Könczey

Layout: Zoltán Király



# CONTENTS

FOREWORD	5
BEST PRACTICES FROM HUNGARY	
Grundfos Hungary – Employing disadvantaged people in plants	6
Magnet Hungarian Community Bank – Sustainability and equal opportunities as corporate values	10
Auchan Hungary – reaching out to customers and raising awareness through the employment of people with altered working capacity	14
Parafix Kft. – Open corporate culture and successful integration at a medium-sized company	17
Szerencsejáték Zrt. – A network of lottery ticket retailers – responsible employment	21
Re-cikli workshop – a social enterprise in Baktalórántháza	25
Rehabilitation – value – change: system-wide training and service development model programme to improve the situation of people with altered working capacity in the open labour market (támop-5.3.8-11/A1)	29
BEST PRACTICES FROM NORWAY	
From sheltered employment to the open labour market – learning with mentors	33
From sheltered employment to the open labour market – mapping the needs of the private sector	37
From sheltered employment to the open labour market – training employees	41
BEST PRACTICES IN ADVOCACY AND SENSITIZATION	
Disability-friendly workplace award	45
Rehab critical mass – everything is different and also the same	49
Hungarian employers forum on equal opportunities	53





# FOREWORD

The aim of the proAbility project is to improve the employment opportunities of people with disabilities in the open labour market. Consortium partners include:

- Corvinus University of Budapest (Observatory Centre for Educational Development, Centre for Teacher Training and Digital Learning, Institute of Management - Department of Organizational Behaviour)
- Salva Vita Foundation
- Türr István Training and Research Institute
- NHO Service (Norway)

In the first phase of the project qualitative research was carried out and the results were published in the publication *Employers and employees on the chances and opportunities of people with disabilities and altered working capacity in the open labour market*. The present publication includes a description of the most up-to-date practices used by companies, NGOs, interest representation organisations and in the framework of projects which we came across during the research, as well as those of the Norwegian partner organization.

It is probably easiest to demonstrate through practical examples how it is most efficient to employ people with disabilities/altered working capacity, how their employment can take place in SMEs and large companies that are active in different industries, and what kind of value it creates for companies operating in the private sector.

In the second phase of the project, teaching/training materials (TTMs) will be developed for university and college students of HR and economics; research results and best practices from Hungary and Norway serving as the basis for this.

# BEST PRACTICES FROM HUNGARY

## GRUNDFOS HUNGARY – EMPLOYING DISADVANTAGED PEOPLE IN PLANTS

*The Danish Grundfos is a multinational company and one of the world's leading pump unit manufacturers, operating over 80 companies in 55 countries. In Hungary, Grundfos has three companies with a workforce of 2200 employees. At its Tatabánya plant Grundfos manufactures electronic and submersible motors, as well as sewage pumps, circulators and construction pumps. In the Székesfehérvár plant centrifugal waste water pumps, as well as giant individual pumps in a one-piece production system.*

### Detailed description of practice and its goals

Corporate Social Responsibility (CSR), sustainability and corporate management based on diversity are of great importance to Grundfos Hungary Kft. The company aims to promote diversity within the company with respect to generations, gender equality and the employment of people with disabilities. In an attempt to foster gender equality, specific goals have been defined globally for women in management positions, which is underpinned by training, mentoring and career planning. With respect to the company's global workforce, the goal is to reach 3% with respect to employees with altered working capacity, and at least 25% of managers should be female by 2017.

## Background, participants and their responsibilities

The company's founder, Poul Due Jensen, established the first workshop for people with disabilities in 1968 in Denmark. The intention to employ people with disabilities had already been laid down in the company's statutes. A socially responsible and dedicated corporate culture has been characteristic of the company ever since.

The Hungarian branch has been employing people with altered working capacity since 2001; i.e. since the start of manufacturing in Hungary. At present the 2200-strong workforce includes 116 employees with disabilities, who are supported by a dedicated member of staff. Employees work in flexible four-hour shifts and work processes have been shaped to fit employees' capabilities. The priorities defined by the parent company related to the target group are key in the case of subsidiaries (as well).

A person is considered to have altered working capacity if they – as a result of a congenital disorder, an accident or illness – are incapable of performing their tasks in the same manner or to the same extent as other people of the same gender, similar age and qualifications would generally be able to.

At present the degree of a person's reduced capacity to work is determined during the course of an expert examination by the Specialized Rehabilitation Service (Rehabilitációs Szakigazgatási Szerv, RSZSZ). After the examination the committee issues a document for the person, stating the level of reduction in their working capacity, the degree of overall damage to health and an assessment of the person's health condition. It also determines whether the change in the person's condition is permanent, or if it requires further review. Previously, the following bodies were responsible for determining the above: the National Institute of Medical Experts (Országos Orvosszakértői Intézete, OOSZI), the National Institute of Rehabilitation and Social Experts (Országos Rehabilitációs és Szociális Szakértői Intézet, ORSZI) and the National Office of Rehabilitation and Social Affairs – NORSÁ (Nemzeti Rehabilitációs és Szociális Hivatal, NRSZH).

According to Act 4/1991 on employment and unemployment benefits, a person with altered working capacity is "a person with physical or mental disability, or

someone whose chances of retaining a place at work have been considerably reduced following medical rehabilitation, as a result of bodily or mental damage”.<sup>1</sup>

## Difficulties, strengths, results and key success factors

In order to ensure the smooth integration and employment of people with altered working capacity, it is important to make sure that all the work processes are reorganized and the job descriptions are adjusted. It is also crucial to have an accessible space, which may in some cases generate costs. As for Grundfos, its plants have been built to be completely accessible, potential further adjustments do not (as a rule) imply significant extra cost.

The key to the successful employment of people with altered working capacity is commitment. Another success factor is sensitization, which ensures that other company employees are prepared, their questions are answered and doubts or negative stereotypes related to people with altered working capacity are dealt with. Enduring change rarely happens without changing corporate attitudes and without bringing the new kind of approach to a strategic level.

## Assessment of the practice and its results

The success of the best practice is manifested in the high number of employees with an altered working capacity and the length of their employment. Employee satisfaction and the level of loyalty among employees with an altered working capacity is high. This is proven by the fact that in 2015 the number of direct applications to the rehabilitation unit was one third of all applications; in addition, employees with an altered working capacity awarded the company higher marks than the average for all employees for the commitment indicators in the framework of Aon Hewitt's 2013 Best Workplace survey.

---

<sup>1</sup> Source: 4M Information booklet for employers, Zalaegerszeg, Employment Centre of the Zala county government Office, 2013. <http://megvaltozott.hu/dokumentumok>

*“These people bring colour to the grayness of the daily grind. They bring all the advantages that the relevant literature describes”*

(a member of the HR personnel responsible for supporting and representing employees with changed working capacity)

The effectiveness of the programme is confirmed by the fact that the company was awarded the *Disability-friendly Workplace* award on several occasions.

## Sustainability

The key to long-term employment in the case of Grundfos is that commitment is deeply rooted in the company culture and is explicitly declared in its statutes.

# MAGNET HUNGARIAN COMMUNITY BANK – SUSTAINABILITY AND EQUAL OPPORTUNITIES AS CORPORATE VALUES

The 100% Hungarian-owned bank was established in 1995 by 17 individuals. The Hungarian Community Bank was founded in 2009 after the traditional banking model was further developed. The past couple of years saw the emergence of the first community deposit and loan products within the bank, as well as the Community Donation Programme (CDP). The bank relies on its clients to provide resources for initiatives that have a positive impact on the environment and society alike.



*“I don’t really use different advertisements when I’m looking for employees with altered working capacity or someone without disabilities. Because I’m trying to make sure that there is no difference between them.” ”*

(HR employee)



*“What I believe is crucial is selection. This is what I would emphasize”*

(HR employee)

## Detailed description of best practice and its goals

MagNet Bank was the first bank in Hungary to be awarded the Disability-friendly Workplace award and it agreed to make all its branches accessible to people with all kinds of disabilities. The bank introduced a training course for its employees to sensitize them towards people with disabilities. Salva Vita Foundation assisted MagNet Bank with a job audit.

At present, the bank has two employees with altered working capacity who have already been with the company for several years.

The employment of people with altered working capacity was first proposed by the board of directors. It was put into practice by the HR manager who was also fully supportive of the initiative and, as a first step, contacted the Salva Vita Foundation which provided help in choosing the right jobs, selecting the candidates best suited for the posts, as well as assisting with their integration, and played a key role in the sensitization of other employees.

## Background, participants and their responsibilities

MagNet Bank's corporate social responsibility programme includes support for organisations whose focus groups are people with disabilities or with altered working capacity (e.g. wheelchair users, people with visual impairment, etc.), underprivileged people or the homeless. Environmental protection, promoting green energy solutions and sustainability also play an important role in the bank's corporate policy.

The Community Donation Programme - CDP (Közösségi Adományozási Program, KAP) allows the bank's clients to dispose of over 10% of the bank's profit and select the public benefit civil society organisation that should be supported from it. The CDP Card Programme allows customers to make regular financial donations to an NGO of their choice. In the past five years MagNet clients have disposed of donations worth 110,684,470 HUF to 136 civil society organisations.

In 2014 MagNet Bank, together with the Salva Vita Foundation, brought together designers and 16 non-governmental organisations (NGO) that support people with altered working capacity. The goal was to design marketable products that can be produced by people with altered working capacity.

## Difficulties, strengths, results and key success factors

The bank's employee we interviewed underlined the importance of having a clear idea about the jobs and the related tasks which can be performed by people with altered working capacity. It was also pointed out during the interview that finding the best candidate may take longer than is usually the case, so it may be helpful to involve an alternative labour market service provider that has relevant experience with the issue.<sup>2</sup>

An important factor, it was explained, is the number of people with altered working capacity who are successfully integrated into the organisation; the infrastructure is no less important. Integration can be enhanced if the hiring of a person with altered working capacity is preceded by sensitization training.

*“We used to have a third [candidate with changed working capacity] who is now unfortunately no longer with us. We did a lot to help her integration, we tried to follow each and every step, but in her case we were confronted by personality issues”*

(HR employee)

### Assessment of the practice and its results

The success of the programme is evidenced by the length of the employment of employees with altered working capacity and their full integration into the company community.

---

<sup>2</sup> Alternative labour market services include general and specialized counseling, supported employment and training opportunities.

## Sustainability

The sustainability of the employment of people with altered working capacity is guaranteed by company management, as well as employee commitment. An explicit goal that is made inherent in company values is responsible employment and ensuring equal opportunities in the labour market.

### Further information

<http://www.mprsz.hu/wp-content/uploads/2014/12/MagNet.pdf>

<https://www.magnetbank.hu/vizio>

# AUCHAN HUNGARY – REACHING OUT TO CUSTOMERS AND RAISING AWARENESS THROUGH THE EMPLOYMENT OF PEOPLE WITH ALTERED WORKING CAPACITY

*The French multinational company has over 1500 retail shops around the world, and 19 stores and petrol stations in Hungary. The total number of employees in Hungary is close to 7000, 6% of whom have altered working capacity.*

## Detailed description of practice and its goals

The French-owned Auchan has been employing people with altered working capacity since 2009. Since 2010 the company has been awarded the Disability-friendly Workplace award three times. Currently, Auchan employs 366 employees with altered working capacity, amounting to 5.8% of the entire workforce. The company is planning to further increase this proportion to 6% by 2015, and to increase the total number to 1000 by 2018.

The company is in contact with close to 50 organisations, foundations and service providers which assist in the employment of people with altered working capacity. Originally, candidates were hired for preexisting jobs, mostly to work as cashiers, hosts or hostesses, shelf fillers and in packaging. Since 2013 new jobs have been created from tasks that belonged to previously existing jobs. Such new jobs include, for instance, double-checking expiry dates, attending to the plants in the store's gardening section, or applying theft-protection devices – these all focus on a specific work process.

The company is consciously using the Disability-friendly brand in its marketing activities and as part of its CSR strategy. The employment of people with altered working capacity will be included in the company's equal opportunities strategy, which is under development at the moment, and is an element of annual company policy as well. The most recent company policy went beyond employment and sought to increase the efficiency of these employees.

## Background, participants and their responsibilities

The employment of people with altered working capacity was initiated locally, although the practice of employing people with hearing impairments as cashiers in Polish stores provided an example. The Hungarian branch also recruited people with hearing impairments first, which in itself changed the recruitment process and demanded new techniques and tests but also required a change in the approach taken by the HR department as well.

Actual hiring for the first time was preceded by solid preparatory work, in which the company's employees were also involved. By 2013 the increase in the number of people with altered working capacity at the company called for a separate position to be created for overseeing their recruitment and employment: this is the HR manager responsible for the employment of persons with altered working capacity.

*“(...) we make no difference whatsoever between them or other employees; they are undifferentiated members of our teams and we strive to enable all our employees to create added value.”*

(HR employee)

## Difficulties, strengths, results and key success factors

At the beginning of the programme the main goal was to find the most appropriate methods for recruitment, integration, etc. The company had to deal with a great number of new phenomena and new tasks, which those responsible for launching the programme tried to resolve in close cooperation with the help of experts and specialized organisations. By now the company has accumulated substantial experience in this area; however, new tasks and development needs continue to arise. Such tasks include, for instance, finding an appropriate way of indicating to customers that the person at the cashier's desk has a disability. This was necessary in order to avoid any misunderstanding. Eventually, a sign was

developed which informs shoppers that the person at the cashier's desk is hearing impaired, so if he or she does not react to everything that the customer says, it may be because of this impairment.

How can the company recruit more people with altered working capacity and retain them? This is a key question for the company, as the past couple of years have shown that there are fewer candidates for these positions and they remain at the company for shorter periods of time.

## Assessment of the practice and its results

The company is seeking to employ people with altered working capacity in all of its stores in Hungary, including those in the countryside. Given the company size, Auchan is considered to be a large employer with respect to the employment of people with altered working capacity.

The fact that there are people with hearing impairments at the cashier's desks is also a way to raise awareness about people with disabilities, given that they are in constant interaction with thousands of customers each day.

A potential measure of the success of the programme is whether the company can provide training or development opportunities for its employees with altered working capacity, which could also serve as an incentive for these employees to stay longer at the company.

## Further information

### **The company's equal opportunity plan (in Hungarian):**

<https://auchan.hrfelho.hu/eselyegyenlosegiterv>

**Videos:** <https://www.youtube.com/watch?v=T9egz9x1wKk>

<https://www.youtube.com/watch?v=Vf8-jVy4WdE>

<https://www.youtube.com/watch?v=PhEzSl6Y3Ko>

# PARAFIX KFT. – OPEN CORPORATE CULTURE AND SUCCESSFUL INTEGRATION AT A MEDIUM-SIZED COMPANY

*Parafix Kft. has been operating since 2011 as a partner company of an English corporation. Parafix specializes in manufacturing adhesive tape, films, foams and foils. The company's specialty area, adhesive technology, demands specialized engineering expertise.*

## Detailed description of practice and its goals

The employment practice is relatively recent, with only three years' history to look back on. It has not yet been formalized, but the company is presently working on developing an equal opportunities strategy that will include the employment of people with altered working capacity. We selected this enterprise with the aim of presenting a medium-sized Hungarian company that, albeit established by an English parent company, has a great amount of autonomy, both with respect to its operations and HR practices, and therefore features the characteristics of a Hungarian SME. The company's inclusive and employee-centered approach, as well as the reflexive attitude towards its practice of employing people with altered working capacity was also among the reasons for their selection.

The company hired people with altered working capacity for preexisting positions in the packaging department. At present there are four such employees who perform the same job as the others in the department. The company is about to open a new plant in a different location, where they are also planning to employ people with altered working capacity in the same jobs as in the old plant; however, the company is open to making new jobs available for them too.

People with altered working capacity are employees of the company. There is another form of employment that exists as well through a social cooperative (szociális szövetkezet), which is offered to registered job seekers<sup>3</sup>. The social cooperative 'Támogató Partnerek' was established to ensure employment opportunities for long-term registered job seekers. Apart from the legal status, there are no differences between employing individuals with altered working capacity and the company's other employees, which means that the same rules and policies apply to all.

Soteria Foundation<sup>4</sup> and the National Office for Rehabilitation and Social Affairs NORSA (Nemzeti Rehabilitációs és Szociális Hivatal, NRSZH) provide help with recruiting employees, although the company works on the integration of employees with altered working capacity on its own.

## Background, participants and their responsibilities

The idea to recruit people with altered working capacity came up when a lawyer, freshly out of law school, began working at the company's HR department. As part of her university studies at the Law Department of Eötvös Loránd University of Sciences, she completed specialized training on industrial relations and social security management. The new employee's suggestion to hire people with altered working capacity was received positively by the company management as corporate social responsibility has always been integral to Parafix's philosophy, values and management style.

The head of the packaging unit is responsible for ensuring smooth operations within the department and for addressing and handling any problems that may arise. If problems persist, then the HR department is involved. Interviewees from the HR department emphasized the importance of continuous monitoring and

---

<sup>3</sup> The goal of a social cooperative is to provide employment opportunities for its members who are in a disadvantaged situation, as well as to improve their social conditions in other ways. The operation of social cooperatives is regulated by Act X of 2006.

<sup>4</sup> Soteria Foundation was founded in 1995 to support people with mental health problems. It is connected to the mental health care system through a psycho-social approach to mental health problems. It provides its services to its clients as part of the mental health care system. [www.soteria.hu](http://www.soteria.hu)

maintaining contact with employees, as well as the establishment of an atmosphere that encourages the entire workforce, including employees with altered working capacity, to communicate both with employees and the management. For a relatively small company with a small workforce such attention may be ensured relatively easily. Integration, ongoing communication, openness, flexibility – these are the values by which the company's HR policy strives to operate.

## Difficulties, strengths, results and key success factors

The company is trying to establish a balance, accommodating the condition of employees with altered working capacity and the potential challenges arising from it (e.g. the frequency of medical examinations and potentially longer holidays). Flexibility is a general approach to all employees. Parafix's approach builds on the notion that *"everything is the same but also different"*, implying that anyone can have problems or difficulties, even if these may be different, and that anyone can end up having altered working capacity.

*“And I think that if employers start thinking like this, and think over how important an employee is, and whether the same employee would remain just as important if some kind of change happened in his/her life, then the employer can have an idea about the kind of disability that is still acceptable in a certain position.”*

(a management-level employee)

The level of fluctuation among employees with altered working capacity is low. This has not always been the case. At the beginning, fluctuation was high, until the company finally developed a relevant employment approach and defined the types of disability that they can accommodate. They recognized the importance of continuous communication and feedback, as well as prior sensitization, the latter taking the shape of discussions with employees. Their experience underlines the work of alternative labour market providers and the importance of sharing experiences with other employers.

## Assessment of the practice and its results

A kezdeti nehézségek után a felvett megváltozott munkaképességű emberek állandó munkatársakká váltak, a fluktuáció alacsony, ami – formális értékelés híján – arra enged következtetni, hogy az eddigi gyakorlat bevált.

# SZERENCSEJÁTÉK ZRT. – A NETWORK OF LOTTERY TICKET RETAILERS – RESPONSIBLE EMPLOYMENT

*Of the close-to-1600-strong workforce, 15% have been working for the company for over twenty years and as many as 30% have remained loyal to Szerencsejáték Zrt. for at least ten years. The dedication of the staff is also evidenced by the Best Employer Award that the company won in 2013 in the category of large companies.*

## Detailed description of best practice and its goals

Szerencsejáték Zrt. launched its network of lottery ticket vendors, in the framework of which the company works with close to 180 people with altered working capacity nationwide. In 2015 the company once again received the Disability-friendly Workplace Award for maintaining the network in an exemplary and pioneering way. In order to ensure sustainable employment for people with altered working capacity, Szerencsejáték Zrt. structured its working conditions, the recruitment and selection processes, the wages and extra-wage allowances, corporate communication, the in-house training system and employee interest representation.

Beside the general preparatory work that preceded employment, the company made all its retail shops accessible and tailored to employees' individual needs.

*“Ever since I started to work for this company I have felt that I’m important for some people for whom I come in every day... because here I feel they care about me and I’m important to others.”*

*(An employee with hearing impairment <sup>5</sup>)*

<sup>5</sup> Source: <https://www.youtube.com/watch?v=bWBSstwnKk4>

## Background, participants and their responsibilities

As part of its responsible employment scheme, the company places particular emphasis on promoting equal opportunities. The company's equal opportunity plan<sup>6</sup> includes part-time employment, as well as providing information packages for people with disabilities, pensioners and new mothers about accessibility and legal and financial issues. In compliance with the 2011-2012 equal opportunities plan, Szerencsejáték Zrt. conducted an in-house sociological survey in 2012, as a result of which it defined people with altered working capacity as a separate disadvantaged group to be separately included in the to-be-developed equal opportunities plan. Additionally, the survey results led to the development of an action plan for the tasks that lay ahead. More proof of the company's dedication to the issue is that since 2014 Szerencsejáték Zrt. has been a member of the Hungarian Employers Forum on Equal Opportunities.

## Difficulties, strengths, results and key success factors

In previous years providing the appropriate level and type of accessibility was a problem at retail shops, which excluded people from certain disability groups from filling positions. A further difficulty arises from the nature of the sales position that also limits the range of people who can be employed: previously, mainly people with physical disabilities and with certain health problems occupied these jobs. To address this, Szerencsejáték Zrt. consulted a number of non-governmental organisations (NGOs) and interest representation organisations and, as a result, there are now people with hearing impairment working as vendors in the network.

The key to successfully implementing the practices was careful and conscious structuring, as well as the dedication of both the company management and staff

---

<sup>6</sup> Act CXXV. of 2003 on Equal Treatment and Promotion of Equal Opportunities stipulates that budgetary organisations employing more than fifty persons, as well as legal entities in which the state has majority ownership, are obliged to draw up an equal opportunities plan. The goal of the equal opportunities plan is for the employer to ensure that the principle of equal treatment shall be observed in all respects and that equal opportunities are provided to all before and during employment, as well as to assess the objective situation of those concerned by analysing their situation on a group level, monitor its evolution, and to foster the implementation of all the goals related to equal opportunities and to institutionally remedy any grievances that may arise in this respect.

to its success. The company is trying to make responsible employment a reality: it promotes this goal in the company's internal regulations, the equal opportunities plan, in the recruitment and selection processes, in-house training courses, the sensitization of employees without disabilities, as well as in internal and external communication.

*“I’m very glad to have found this workplace because I feel I have met many people and because I have a job that matches my qualifications.”*

(an employee with hearing impairment <sup>7</sup>)

## Assessment of the practice and its results

The effectiveness of the best practice is manifested primarily in the great number of employees with altered working capacity and the low level of fluctuation. The results of the programme are evidenced by the numerous awards that the company has received.

## Sustainability

The programme has been running since its launch in 2003. Since then, the company has made continuous efforts to ensure that the employment of people with altered working capacity is sustainable, and it is open to employing people with new types of disabilities as well. There are regular in-house training programmes primarily connected to sales activities and regular follow-ups are conducted to ensure that the knowledge and behavioural patterns acquired at the training events are used in practice. At the same time, the training programme has become a method of sensitization as well, given that besides people with altered working capacity, other employees also take part in the training sessions.

---

<sup>7</sup> Source: <https://www.youtube.com/watch?v=bWBStwvnKk4>

## Further information (in Hungarian):

<http://frtt.hu/portfolio-item/szerencsejatek-zrt/>

<https://docs.google.com/viewerng/viewer?url=http://frtt.hu/wp-content/uploads/2013/03/Szerencsej%C3%A1t%C3%A9k.pdf>

[http://rolunk.szerencsejatek.hu/felelos-foglalkoztatas\\_uj](http://rolunk.szerencsejatek.hu/felelos-foglalkoztatas_uj)

<http://www.szerencsejatek.hu/cegbemutatas>

<http://www.szerencsejatek.hu/fogyatekossag-barat-munkahely>

<http://www.szerencsejatek.hu/eselyegyenloseg-a-mindennapokban>

# RE-CIKLI WORKSHOP – A SOCIAL ENTERPRISE IN BAKTALÓRÁNTHÁZA

*Re-Cikli Workshop is a social enterprise<sup>8</sup> that addresses local needs and “offer[s] flexible, accessible, fast, high-quality repair services with a guarantee scheme, at a low price”. It operates in the form of a social cooperative<sup>9</sup> in the micro-region of Baktalórántháza. It employs people with altered working capacity who provide complex repair services.*

## Detailed description of the best practice and its goals

The main function of Re-Cikli Workshop is the provision of a wide range of services related to bicycles, including building bicycles from recycled spare parts, as well as renovating, repairing and servicing bikes.

### **Additional services offered by the workshop:**

- services related to other devices with wheels or rollers (prams, sports equipment, etc.), as well as mobility aid devices for people with physical disabilities;
- locksmithing, key cutting and the sharpening of knives and other cutting devices.

At the beginning, the goal was to start an employment initiative that would increasingly rely on local resources. The initiators of Re-Cikli thought that in the country it is easier to sell services than products, therefore a sustainable social enterprise that sought to address local needs should offer services. They chose the form of a social cooperative for their activities and founded the Social Cooperative of the Baktalórántháza Region. The fee to join was 40,000 HUF – an amount that is affordable but which at the same time requires a degree of commitment. Members of the cooperative include a regional association, five people with altered working capacity, and the employees of the workshop, as

<sup>8</sup>“Social enterprises are business created to further a social purpose in a financially sustainable way.” Source: <http://www.nesst.org/social-enterprise/>

<sup>9</sup> Act X of 2006 on social cooperatives and Act XLII. of 2013 on the modification of various acts related to social cooperatives and to public employment.

well as private individuals who are members of the organisations that were active in setting up the social enterprise. At present the enterprise employs three people.

## Background, participants and their responsibilities

The idea of the workshop was elaborated in the framework of an employment project (TÁMOP-1.4.3-12/1-2012-0049) by a consortium of three organisations:

- **Middle-Nyírség Municipal Association,**
- **Revita Foundation**<sup>10</sup>,
- and **Kontaktus Association**<sup>11</sup>.

The project promoters provided support for those involved in the project: complex labour market services, training courses (bicycle repairing for 3 x 15 people, engine-fitting, computer data recording), and the opportunity for participants to gain work experience, and preparatory skills – both individually and in groups – related to how to set up an enterprise. Many of the participants with altered working capacity who successfully completed the training joined the workshop and have been working there since then.

There were a great deal of PR, marketing and networking activities during the entire project, and afterwards as well, to efficiently prepare the grounds for the operation of the social enterprise: a website was set up, and a consistent image and sales channels were developed, together with a portfolio of services.

Local decision-makers and municipalities are important stakeholders of the project, therefore cooperation – in terms of dissemination of information, for instance – has been developed with them.

---

<sup>10</sup> Revita Foundation is active in the Northern Great Plain area. It supports social innovation carries out R+D activities and develops relevant methodology.

<sup>11</sup> Kontaktus Association was established in 2008; its goals, defined in its statutes, are to create synergy between education, employment and social sectors and to provide support in these areas.

## Difficulties, strengths, results and key success factors

A well-equipped workshop was set up in the framework of the TÁMOP project and piloted in the period of 1 April 2014 and 31 March 2015. Initially it was financed from the project budget, then it started operating on a business basis, relying on a mixed model of financing:

- operational costs are covered from business income and from subsidies provided by the local municipality (e.g. a preferential rental fee), while
- investment is financed primarily from tenders.

In addition to creating a security fund to ensure sustainability, a community fund was also created which may be used to provide support for the organisation's members and their families (e.g. among other ways, in the form of a starting school package).

## Assessment of the practice and its results

Based on its business plan, the Re-Cikli Workshop received special mention in the framework of NESSt's 2013/2014 Social Enterprise Development programme.

The success of the enterprise will be indicated by its generated turnover, which is supposed to be boosted by a webshop launched in October 2015. The enterprise is social in several respects: it provides employment opportunities for people with altered working capacity, it meets local needs and empowers people by giving them a sense of ownership in the cooperative on account of their membership

## Sustainability

The establishment of the workshop and the training of the first employees were financed from a grant from the EU's employment programme. Flexibility, adjusting to a changing environment, a mixed financing model, commitment from local employees and the involvement of experts even after the end of the project – these are features that are expected to ensure sustainability.

## Further information:

Re-Cikli Műhely honlapja: [www.reciklimuhely.hu](http://www.reciklimuhely.hu)

webáruház: <http://reciklimuhely.hu/webaruhaz/>

Revita Alapítvány: <http://revitaalapitvany.hu/>

Kontaktus Egyesület: <http://www.kontaktusegyesulet.hu/>

# REHABILITATION – VALUE – CHANGE: SYSTEM-WIDE TRAINING AND SERVICE DEVELOPMENT MODEL PROGRAMME TO IMPROVE THE SITUATION OF PEOPLE WITH ALTERED WORKING CAPACITY IN THE OPEN LABOUR MARKET (TÁMOP-5.3.8-11/A1)

*The primary goal of the RÉV project, financed by the European Social Fund, is to improve the employment opportunities of people with altered working capacity. This was a major, large-scale project which provided basic and partial vocational training for several thousands of people with altered working capacity.*

## Detailed description of the programme and its goals

The motivation for the programme was the low efficiency of organisations responsible for occupational rehabilitation in transit employment<sup>12</sup>, whether provided in the form of sheltered employment or on the open labour market.

In the framework of the RÉV project a series of on-site training sessions were organized to improve the employment prospects of people with altered working capacity. These training sessions were designed to improve the participants' key competences, provide occupation-specific training content and make it possible for participants to acquire a qualification recognized by the National Qualifications Register (Országos Képzési Jegyzék, OKJ).

---

<sup>12</sup> Transit employment: the preparation of employees who are considered fit for rehabilitation (with the exception of those persons who are defined as people with altered working capacity by 5. § (2) of the Act on people with altered working capacity) and for employment in the open labour market in a sheltered environment, by providing productive activities and services (Government decree 327/2012 (XI. 16.) on the accreditation of employers employing people with altered working capacity and on the subsidies for their employment from the central budget).

**Tasks were divided among the consortium partners in the following way:**

- The task of organising and implementing basic and occupational training events was allocated to KÉZMŰ Nonprofit Kft., FŐKEFE Nonprofit Kft., and ERFO Nonprofit Kft.
- Creating an integrated knowledge management portal and developing a behavior-based competence assessment tool: TMSZK Nonprofit Kft.
- Establishing and operating a national methodological and professional centre and setting up the Labour Market Services and Support Network: Equal Opportunities of Persons with Disabilities Non-profit Ltd. (Fogyatékos Személyek Esélyegyenlőségéért Közhasznú Nonprofit Kft., FSZK).

*“The training had a positive impact on everyone, even on those who would rather not admit it. Participants have become more open, more self-confident and inclusive, they do better in a community and have greater ambitions than before.”*

(A trainer who took part in the training event<sup>13</sup>)

## Background, participants and their responsibilities

**The total budget of the project was close to 5 billion HUF, and a 5-member consortium was responsible for its implementation from 2012-2014. The consortium included the following organisations:**

- Equal Opportunities of Persons with Disabilities Non-profit Ltd. (Fogyatékos Személyek Esélyegyenlőségéért Közhasznú Nonprofit Kft., FSZK), consortium leader
- KÉZMŰ Nonprofit Kft. (consortium member)
- FŐKEFE Nonprofit Kft. (consortium member)
- ERFO Nonprofit Kft. (consortium member)
- TMSZK Nonprofit Kft. (consortium member)

---

<sup>13</sup> “They are valuable!” A publication of RÉV project about the project’s results

### **The long-term, strategic goals of the project were as follows:**

- To improve the employment prospects of people with altered working capacity in the open labour market,
- To establish a methodological and professional centre that promotes and coordinates dialogue among key actors in occupational rehabilitation (NORSA, alternative labour market service providers, and policy makers).
- To create an IT network to support the methodological and professional elements of the project which facilitates the target group's access to the open labour market and to foster cooperation among key actors of the Hungarian labour market.

## Difficulties, strengths, results and key success factors

All consortium members assessed the training positively. At the beginning, an absence of motivation and self-confidence were a problem, negatively affecting the level of activity. However, by adopting a supportive attitude (patience, continuous reassurance, and improving skills for realistic self-assessment) it was possible to encourage and mobilize project participants. The training event put particular emphasis on developing participants' communication skills, conflict management techniques and emotional intelligence.

## Assessment of the practice and its results

The original goal was to train 2993 persons during the course of the project, of whom at least 2000 were expected to successfully complete it in order for the project to be considered successful. In reality, the total number of people involved in the training reached as high as 3957, and 3018 completed it satisfactorily. In light of this, it is fair to say that the project not only met original expectations, but also exceeded them.

## Sustainability

The training programmes, provided for free, were made available during the project, and the training materials and guidelines also developed in the framework of the project may be used in the future as well. The so-called Labour Market Services and Support Network, as well as the integrated IT system and community space, have also been active to date. The web portal provides methodological guidelines for people with altered working capacity.

### Further information (in Hungarian):

<http://revprojekt.hu/rev-projekt/informacio/2>

<http://www.erfo.hu/hu/a-konstrukcio-hattere#Vh4sgSvCo9o>

<http://docplayer.hu/1520568-Az-ertek-bennunk-van-a-rev-projekt-eredmenykommunikacios-kiadvanya.html>

<http://www.tovablepes.hu>

<http://revprojekt.hu/halozat>

# BEST PRACTICES FROM NORWAY FROM SHELTERED EMPLOYMENT TO THE OPEN LABOUR MARKET – LEARNING WITH MENTORS

*Scandic Hotels is one of the major hotel chains in Norway and is a member of the NHO Service. In addition to representing companies in the service industry and lobbying, NHO Service maintains a network of companies that provide occupational rehabilitation and manage the Ripples in the Water (Ringer i Vannet) project that is designed to promote employment for people with altered working capacity in the open labour market. A further goal of the project is to connect companies with vocational rehabilitation service providers.*

## Detailed description of the best practice and its goals

Job applicant Kristine is 25 years old and a wheelchair user. She has undertaken various internships and participated in several educational programmes over the years. Although Kristine has gained useful experience over the years, she could not find a stable job.

Scandic Hotel Lerkendal in the city of Trondheim, Norway, signed an agreement with the Ripples in the Water project which aims to train and recruit persons with altered working capacity, who otherwise would have difficulties in obtaining paid employment. To satisfy the hotel's labour demands, NHO Service contacted a vocational rehabilitation service provider which assessed whether they had suitable candidates to fill the vacancy in question.

For several years Kristine has been in contact with the provider of vocational rehabilitation services, Rosenvik Ltd. Partnership between the Norwegian Labour and Welfare Administration (NAV) and Rosenvik Ltd. resulted in Kristine accepting an offer for an internship at the reception of the hotel in November 2014. As of July 2015 Kristine has been employed part-time in a paid position but also works extra shifts whenever needed.

*“It has been hard to get a job due to my handicap and my wheelchair use. But then I got in touch with Rosenvik and they really helped me to get an ordinary job”*

(Kristine)

## Background, participants and their responsibilities

Scandic Hotel, Lerkendal signed a recruitment agreement with the Ripples in the Water project in 2014 and has since been committed to recruiting new employees via the 7 local providers of vocational rehabilitation services that operate in the county of Sør-Trøndelag in Norway. Scandic Hotel contacted the Key Account Manager at Prima Ltd., one of the local providers of vocational rehabilitation services which continuously monitors companies' labour needs.

In addition to supplying employees, the Ripples in the Water project makes it possible for Scandic Hotel Lerkendal to practice corporate social responsibility, which is important for the hotel.

## Difficulties, strengths, results and key success factors

The reception manager at the hotel campaigned for several years to employ people with altered working capacity, as she had hired such applicants in her previous workplaces, as well through NAV. A cooperation agreement was signed with the Ripples in the Water project and a contact person was appointed to liaise with the hotel. Thanks to the close cooperation between Rosenvik Ltd. and the project, Kristine successfully integrated into the workplace. The reception manager underlined the importance of the level of care and attention given by the mentors and Prima Ltd. during Kristine's training.

## Assessment of the practice and its results

A considerable amount of time and energy was invested into adapting the job to Kristine's needs, which was key to success. There was no doubt that Kristine had the skills for work, but the working hours had to be adapted to fit Kristine's capabilities and health. The focus has continually been on using opportunities rather than seeing the barriers. The provider of vocational rehabilitation services was clear from the start about the goal of the programme: to transfer Kristine to a paid position as a permanent employee as soon as possible.

The success of the Ripples in the Water project is assessed by the number of permanent employment agreements. The provider of vocational services reports these figures to both the Association of Vocational Rehabilitation Enterprises (AVRE) and to NAV.

*“I started with one day a week and after a while I worked two. This has now increased to three, and thus I am working more and more days a week”.*

(Kristine)

## Sustainability

The reception manager/employer has empathy for those who are struggling to return to the world of work or to find jobs at all. She emphasized that it was not an option for the hotel to use an ordinary employment agency, as they do not know how a hotel is run and that training takes up a lot of time. One successful job placement via the Ripples in the Water project provides opportunities for other candidates too, not just at the hotel reception but also in other departments.

## Further information:

<http://www.attforingsbedriftene.no/Default.aspx?ID=1006&Action=1&NewsId=1761&M=NewsV2&PID=1365>

<http://www.nrk.no/trondelag/nho-prosjekt-skaffar-ufore-jobb-1.12300015>

Scandic Hotel Lerkendal <http://www.scandichotels.com/Hotels/Norway/Trondheim/Lerkendal/#.VhuGvK3ouHs>

# FROM SHELTERED EMPLOYMENT TO THE OPEN LABOUR MARKET – MAPPING THE NEEDS OF THE PRIVATE SECTOR

*The Ripples in the Water project connected Ronny, who was at the time working at a sheltered workplace, and A2G, a provider of vocational rehabilitation services, with the company Frydenbø from the open labour market. There is a dedicated Key Account Manager in the project who liaises with companies which operate in the private sector and who is in a position to refer employees from several vocational rehabilitation organisations for jobs on the open labour market. This requires a thorough understanding of employers' needs and gaining their trust, which the account manager in the project has managed to do over time.*

## Detailed description of the best practice and its goals

Ronny had been without a job for 2 years and soon became restless and bored. He applied for several jobs, but was rejected time after time. After one year on sick leave and a year on rehabilitation benefits, he started at A2G Ltd, a provider of vocational rehabilitation services owned by the local municipality, via the Norwegian Labour and Welfare Administration (NAV). The Key Account Manager for the Ripples in the Water Project at A2G introduced Ronny to the car rental company Frydenbø sixt.

The reason behind the introduction was that Frydenbø was seeking to recruit a person through the Ripple in the Water project. The Key Account Manager carried out a thorough assessment of the company's needs and the qualification requirements for the position. Ronny was a good match for the position and Ronny's CV and his application was submitted to Frydenbø Ltd. The three parties met for an interview and agreed to start a workplace practice with the ultimate goal of ensuring permanent employment at the end.

Following the three-month practice Ronny was offered a full-time job at Frydenbø so that 50% of his time he would be working at the Frydenbø car damage unit, and the other 50% he would work at the Frydenbø sixt car rental company. Ronny happily accepted the position.

*“To have a job to go to every day improves my quality of life. I can prove that I am good enough and that I am valuable in the world of work”*

(Ronny)

## Background, participants and their responsibilities

The general manager of Frydenbø Sixt car rental and Car Damage attended a breakfast seminar arranged by the Ripples in the Water project under the auspices of NHO Hordaland. The general manager had previously collaborated with several service providers and was satisfied with the experience he had had with their recruitment practices. The letter of intent that both parties signed ensures access to candidates from several vocational rehabilitation service providers. The contact person was the key account manager at A2G Ltd. She undertook a thorough survey of the company's departments. When Frydenbø Ltd. needs new staff, they just contact the key account manager. She distributes the request to all eight vocational rehabilitation service providers in the Ripples in the Water project in the county of Hordaland and presents the candidates who are most appropriate to Frydenbø Ltd.

## Difficulties, strengths, results and key success factors

The key factor in a successful agreement is cooperation between the Key Account Manager, the provider of vocational rehabilitation services, and the general manager of the company Frydenbø Ltd. The company manager was planning to employ more people with altered working capacity, and in order

to increase the pool of potential candidates, he contacted a number of service providers. However, liaising with several providers demanded too much time which is where the Ripples in the Water project helped out. Companies liaise with only one person, the Key Account Manager, who works with a number of vocational rehabilitation providers in order to find the best candidates for the companies. The fact that the employer can rely on the Key Account Manager helps attract more companies to the project, which means that more and more demands for labour can be met through the rehabilitation service providers.

*“We contribute to helping people go through the rehab process and to find a job. At the same time, there is a sense of security in an economic respect in that we get to know the persons and their capacity for work before we employ them. The fact that the provider of vocational services now assists us in identifying our recruitment needs and finding the right candidate saves us from resource intensive employment processes”.*

(Jørund Dahl, CEO Frydenbø sixt car rental Ltd and Frydenbø car damage Ltd.)

## Assessment of the practice and its results

Success in the Ripples in the Water project is measured by the number of permanent work contracts. The provider of vocational rehabilitation services reports these figures to the Association of Vocational Rehabilitation Services (AVRE) and to NAV. The collaboration with Frydenbø Ltd. has so far resulted in two employment relationships, and another person is (at the time of writing) completing workplace practice with the objective of obtaining permanent employment within two months. The fourth workplace practice agreement was terminated at the request of the candidate.

## Sustainability

The agreement of cooperation between A2G Ltd and Frydenbø Ltd. is in force until one of the parties terminates it.

### Further information:

<http://www.vest24.no/nyheter/arbeidsmarked/arbeidsliv/etter-to-ar-uten-jobb-fikk-ronny-en-ny-sjanse/s/5-82-14136>

# FROM SHELTERED EMPLOYMENT TO THE OPEN LABOUR MARKET – TRAINING EMPLOYEES

*Sogn Products signed a cooperation agreement with the Norwegian Labour and Welfare Administration (NAV), the local professional driver training school „Yrkessjåførutdanninga” and the bus company „Nettbuss”. This provides them with an opportunity to provide potential candidates in vocational rehabilitation with an opportunity to obtain certification as professional bus drivers, with the opportunity to acquire a job with the bus company.*

## Detailed description of the programme and its goals

Job applicant Jan Tore is a single father of two young children, of whom one has special needs. Having his own rehab needs, Jan cannot work full time since a great deal of flexibility is required of him in this situation. After a period without a job Jan Tore came in contact with Sogn Products Ltd. in the county of Sogn og Fjordane in Norway, a provider of vocational rehabilitation services owned by the local municipality, through NAV (The Norwegian Labour and Welfare Administration). Sogn Products cooperates with NAV, the local professional driver training school „Yrkessjåførutdanninga” and the bus company „Nettbuss”. Together they developed a programme to provide potential candidates in vocational rehabilitation with an opportunity to obtain certification as professional bus drivers with the opportunity to obtain jobs at the bus company. Sogn Products and Nettbuss Sogndal signed a Ripple in the Water Agreement, the goal of which is both to train and recruit certified bus drivers.

From 1 January 2015, Jan Tore has been employed in a permanent position as a traffic control assistant and a driver at „Nettbuss”. This is a 75 percent position with the opportunity to work more, flexibly based on what Jan can manage and the needs of the employer „Nettbuss”. Jan Tore previously worked as a driver in the town of Førde and was looking for a similar position.

*“I got divorced in the autumn of 2012 and became a single father with the responsibility of providing for two young children. The youngest is a normal four-year-old, while the elder is six and has special needs. Mentally, the boy is at the level of a one-year-old, and even if he has physically recovered a lot, this is a demanding life”.*

(Jan)

## Background, participants and their responsibilities

The reason for the collaboration is that there is a great need for professional drivers; however, training is expensive (about 10,000 EUR). Previously, several major bus companies paid the training costs for potential candidates, but with the current cost this is not feasible.

The idea behind the collaboration between Nettbuss and Sogn Products is to meet the company's needs for trained drivers, and at the same time provide disadvantaged persons with vocational training and the opportunity of a career choice, rather than just a specific job. The partnership is between Nettbuss, Sogn Products, NAV and Sogndal Secondary School.

## Difficulties, strengths, results and key success factors

The key success factor in this example is cooperation between a number of parties. Involving the secondary school and NAV has made it possible to make this arrangement sustainable, and not limited to one occasion only.

*“For me it was important to get help to go through the door of the open labour market, and that the employer gave me the chance to prove what I could do. This is good for both parties”.*

(Jan)

Another precondition for success in the project is the follow-up work by the providers of vocational rehabilitation towards the NHO member companies, and the fact that they have appointed a dedicated Key Account Manager, who is familiar with the companies' staffing needs. Here, the need for professional bus drivers was taken seriously, and resulted in the present four-party collaboration.

## Assessment of the practice and its results

The key success factor in the Ripple in the Water project is the number of permanent positions of employment. In this present case, the candidate Jan Tore obtained a 6-hour position.

## Sustainability

Cooperation between the four parties is well-supported, and is carried out according to the following procedure:

1. The unemployed person contacts NAV and receives financial support from them.
2. NAV and Sogn Products assess collaboratively with the unemployed if they are in a position to / is able and qualified to complete a 19-week professional driver training course and obtain a certificate as a bus driver.
3. Sogn Products presents the approved candidates to the bus company Nettbuss in Sogndal, who interview the candidates and get a first impression of each person. If the company chooses to continue the process, the candidate will apply to enter professional driver training.
4. The person will either enter based on ordinary criteria (will obtain enough credits) or enter by getting a place through the quota system of Sogn Products.

5. After 19 weeks at school, the applicant will start an period of internship at Nettbuss
6. Provided the candidate does a good job, he/she will be employed after a workplace practice period of 6-8 months.

**This collaboration has until now resulted in the following outcomes:**

- January 2015: 1 driver employed
- September 2015: 2 drivers in workplace practice. Expected to become employed March 2016.
- 1 person in practice in car wash plant, ordinary employment expected February 2016.
- 1 person started the 19-week training course in August 2015 and is expected to start the workplace practice period by January 2016.

### Further information:

<http://www.nhoservice.no/article.php?articleID=5449&categoryID=340jt>

# BEST PRACTICES IN ADVOCACY AND SENSITIZATION

## DISABILITY-FRIENDLY WORKPLACE AWARD

*This award was initiated by Salva Vita Foundation to bring together people with disabilities and employers that are open to hiring them.<sup>14</sup> The scheme is open to organisations that agree to continually develop and improve their practice of employing people with disabilities. The award comes with a logo which the employer can freely use on any communication surface (e.g. job announcements) thereby promoting its openness and willingness to hire people with disabilities.*

### Detailed description of the programme and its goals

Companies participating in the Disability-Friendly Workplace programme are required to define short- and medium-term goals (3 months, and 2 years). These goals refer to developments that they should undertake to facilitate the integration of people with disabilities, the shaping of the workplace environment, the preparation of employees, and, eventually, their long-term, successful employment. Companies are contacted on a regular basis and Salva Vita Foundation carries out on-site monitoring three months into the programme, and after two years as well.

---

<sup>14</sup>“Disability is a condition, where the impairment of the body structure and /or bodily functions, constrains a person's daily activities, including his/her participation in society. Disability is not an illness, it does not exclude good health.” Source (in Hungarian): 4M Information booklet for Employers, Zalaegerszeg, Zala Megyei Kormányhivatal Munkaügyi Központja, 2013. <http://megvaltozott.hu/dokumentumok>  
Act XXVI. of 1998 on the provision of the rights of people with disabilities and their equality of opportunity stipulates that a person living with a disability is “anyone who is – to a significant extent or entirely – not in possession of his/her sensory - particularly visual, hearing - locomotor or intellectual functions, or who is substantially restricted in communication and is thereby placed at a permanent disadvantage regarding active participation in the life of society.”

The Disability-Friendly Workplace award is given to companies that successfully meet the goals defined in their proposals. It is handed over to company representatives at a ceremony who are then entitled to use the label for the following two years, following which time the award should be renewed.

*“We received positive feedback for trying to succeed in business this way too.”*

(Alko-soft Bt.)

## Background, participants, and their responsibilities

There has been a similar programme in Great Britain since the 1990s, with the participation of several thousand employers. Salva Vita Foundation adapted the programme to the Hungarian environment and launched it in 2010.

Salva Vita found that there are many employers that would be open to employing people with altered working capacity, and many people with disabilities would like to and be able to work in the open labour market; however, it is difficult for them to meet. The Disability-Friendly Workplace Award and the logo that comes with it is a tool designed to facilitate this.

*“Ever since we were given the award, an increasing number of people with altered working capacity have sent us their CVs directly, referring to the logo.”*

(Accor Pannonia Hotels Kft.)

In addition, the award is drawing attention to employers that are committed to employing people with disabilities and who are willing to make efforts to facilitate their integration in the open labour market.

## Difficulties, strengths, results and key success factors

The success of the programme can be assessed based partly on the number of companies who have obtained the award, and partly on the level of public awareness of the programme. In March 2015 the total number of companies that had received the award was fifty. Salva Vita Foundation organizes events around the country to promote the programme and liaises with local chambers of commerce and industry, but it is not easy to attract employers as it requires an investment of time and energy on their part, for which they receive no financial reward. Typically, the employment of people with disabilities within a company is an additional task for the staff person responsible for it, even if the award is considered to be recognition of their work. This often holds companies back from participating. The same holds true for the workshops and all the events that are organized to facilitate experience exchange: there is demand for them, but it is often difficult for company representatives to find the time to participate.

*“Receiving the Disability-Friendly Workplace award is high-level recognition of our work and efforts so far. We are proud of it and at the same time it encourages us to continue with our innovation and work for an inclusive world for all.”*

(Bárczy Gusztáv Faculty of Special Education, Eötvös Loránd University of Sciences)

## Assessment of the practice and its results

The number of employers joining the programme is increasing year on year. Organisations that have received the award once typically re-apply 2-4-6 years later. Based on the responses of twenty-two companies which had already received the award to a survey conducted in December 2014, Salva Vita Foundation found that the award-winning companies are generally satisfied with the programme and the benefits the award brings, but would expect to see more publicity about it in the media and to have more opportunities for exchanging best practice.

## Sustainability

The programme is financed from grants and is supported by the Ministry of Human Resources (Emberi Erőforrások Minisztériuma, EMMI).

### Further information:

<https://www.civvystreet.org/employers/en-gb/civvystreetemployers/resources/jobcentreplusdisabilitytwoticksscheme.aspx>

### Videos:

<https://www.youtube.com/watch?v=6-cdzxv-2Gw>

<https://www.youtube.com/watch?v=9q1Jz9sNm-o>

<https://www.youtube.com/watch?v=35kS2bQCgsc>

<https://www.youtube.com/watch?v=eaETenPNkKQ>

[http://magyarhirlap.hu/cikk/4140/Rangot\\_ad\\_a\\_fogyatekosbarat\\_jelzo](http://magyarhirlap.hu/cikk/4140/Rangot_ad_a_fogyatekosbarat_jelzo)

[http://www.news4business.hu/kozlemenyek/press\\_release.php?id=24857](http://www.news4business.hu/kozlemenyek/press_release.php?id=24857)

# REHAB CRITICAL MASS – EVERYTHING IS DIFFERENT AND ALSO THE SAME

*Rehab Critical Mass is an advocacy and par-excellence grassroots initiative, the goal of which is to “bring together people with disabilities, and thus improve their self-advocacy skills, improve cooperation, and make them visible on a societal level, thus ultimately contribute to strengthening solidarity in society.” RCM was initiated by a young man with a physical disability in 2014. Together with his supporters, he organised a march across the city for people with disabilities, bringing them to the streets in unprecedented numbers.*

## Detailed description of the practice and its goals

We decided to present this initiative as part of a publication on employment because we identify with RCM’s holistic approach which integrates needs and a range of features which are important to ensuring a full and satisfactory life for people with disabilities. Employment, for instance, requires good qualifications and a decent level of knowledge about a specific field, therefore we also have to address the education and training opportunities that are available for people with disabilities, as well as the training or further training provided for people with altered working capacity.

***“This is our job, to show ourselves, that we exist; we are different but we are just integral parts of society like anyone else who walks on two legs or who can talk in a way that others understand.”***

(Rehab Critical Mass organizer)

An important characteristic of the initiative is that it does not focus on one type of disability only but seeks to represent the interests of all those who are impaired in their movement, eyesight, hearing, speech, mental abilities or who have several disabilities. This is of course a diverse group with diverse problems but whose members have several things in common: the difficulty of promoting their

interests and their “invisibility”. People with disabilities are almost entirely invisible in the media and even in everyday life. This is what prompted Rehab Critical Mass to bring them to the streets, together with their family members, friends and supporters.

Festive marches were organized in both 2014 and 2015, as a result of which the streets of Budapest saw an unprecedented number of people with disabilities. This RCM managed to make them visible, and drew attention to the fact that people with disabilities are entitled to the same rights and opportunities. The message of the march was also elaborated in a petition with the title “What we expect”, which included details about the organisation’s mission and the fundamental rights and conditions that are necessary for people with disabilities to have meaningful and decent lives:

- the right to social security,
- the right to decent education,
- social inclusion,
- support services better tailored to the person and his/her condition,
- community-based living in homes, as opposed to large institutions,
- accessibility
- a complex rehabilitation system that is based on the assessment of an individual’s condition.

Marches are held once a year, but advocacy work is on-going. There now exist working groups organized according to different focal areas, including a working group for the situation of people with altered working capacity, which was set up to develop a protocol related to their employment. There is a parents’ group, and a new group, Mental Rehab, was recently established to address issues related to mental health problems.



## Background, participants and their responsibilities

As mentioned above, the movement was initiated by Csaba Kiss, who sought to bring together and organize a critical mass of people with disabilities and their family members, friends and supporters. Csaba describes the motivation behind the initiative in the following words:

*“Those who are not involved wouldn’t know what a person like me needs. This is the case even if he/she is a politician, or maybe sometimes even if they are experts. This is our job, to clearly say what we need.”<sup>15</sup>*

## Difficulties, strengths, results and key success factors

The key feature and the strength of the initiative is self-organisation. After all, who could be more competent, who could explain what a person with a disability needs than the person themselves? We have seen that the voluntary participation and commitment to the cause of friends, experts and anyone with or without a disability can evolve into a robust and impressive initiative and thus draw attention to the situation of people with disabilities in the mainstream media.<sup>16</sup> The initiative has the power to impact people’s attitudes by conveying the message that “everyone is able – but differently” and that everyone should participate in society according to his/her abilities. This was the highlighted message of the 2015 march and this is the origin of the term “a person with different ability”.

<sup>15</sup> <https://www.youtube.com/watch?v=nOJpoxRjNms>

<sup>16</sup> <http://rehabcriticalmass.hu/rolunk-irtak/>

## Assessment of the practice and its results

Rehab Critical Mass managed to raise awareness of the social exclusion of people with disabilities and to facilitate dialogue among interest representation organisations, experts and, of course, those affected. The list of media appearances in the wake of the marches suggests that a great amount of people were reached.

A further strength of the initiative is that it actively seeks solutions, instead of only highlighting problems. To this end it spreads the word about other relevant, innovative projects – such as MagicMe, nowtechnologies, jarokelo.hu, spinner wheelchair and the “azabaj” flashmob – which all aim to improve the lives of people with disabilities.

## Sustainability

The initiative builds on volunteering: all participants, helpers and all active members are volunteers. Just like in the case of similar organisations, it is a question how long voluntary work can be sustained, and how long volunteers can reconcile existential and other constraints with their dedication and commitment to bringing about change via mobilizing and raising awareness. How is it possible to recruit new and more volunteers and members? How is it possible to ensure continuity once new members are involved? While at the moment there are many activities and active members, sustainability is definitely a key issue.

# HUNGARIAN EMPLOYERS FORUM ON EQUAL OPPORTUNITIES

*Founded in April 2010, the Hungarian Employers Forum on Equal Opportunities (Munkáltatók Esélyegyenlőségi Fóruma Egyesület, MEF) is a self-regulating professional and interest representation organization that brings together employers and promotes equal opportunities. Its goal is to raise employers' awareness of the importance and benefits of employing people from disadvantaged groups. MEF was initiated by Salva Vita Foundation which is also a member of the Forum.*

## Detailed description of the practice and its goals

### **MEF's goals include:**

- providing professional support to companies in connection with equal opportunity policy,
- facilitating the introduction of international principles of equality in Hungary,
- bringing together companies and involving them in improving policies for equal opportunities and employment,
- facilitating the sharing of knowledge and experience among Hungarian and international initiatives,
- promoting the values of diversity and equality at the workplace.

The current membership includes a variety of companies: large Hungarian and multinational companies with several thousands of employees, as well as smaller enterprises and non-governmental organisations, including: Auchan Hungary Kft., BP BSC Kft. Budapest Bank, Budapest Esély Nonprofit Kft., E.ON Hungária Zrt., IBM Hungary Kft., Jól-Lét Foundation, Job Kft., Magyar Posta/Hungarian Post Zrt., Magyar Telekom Nyrt., Manpower Kft., MOL Nyrt., Motiváció

Foundation, Provident Pénzügyi Zrt., Salva Vita Foundation, Sanofi Zrt., SPAR Hungary Kft., Szerencsejáték Zrt., and Tesco Globál Áruházak Zrt. Their collaborative efforts are designed to lead by example.

MEF's members can be employers that agree with MEF's goals and are

committed to working towards them, and organisations that strive to put in place employment practice that fosters equal opportunities and who are committed to continuously developing and improving.

Members have the opportunity to actively and directly address, discuss and work on resolving the issues related to equal opportunities which may arise at any company, and which have the potential to significantly influence efficiency at an organisational level. Members can get access to up-to-date information related to diversity at the workplace and equality of opportunities.

**MEF organizes various forums for members to formally or informally exchange experiences and best practices:**

- there are one or two events per year where interactive presentations are delivered to address and elaborate upon a specific topic related to equal opportunities,
- every two months there are discussions with contact persons from companies that have numerous best practices,
- a mailing list allows members to contact each other and to exchange experiences,
- members can register at a closed platform hosted on the Salva Vita Foundation website, where they can access an expanding pool of relevant literature.

**Expert advice**

The Salva Vita Foundation also invites experts to provide expert advice in connection with the employment of people with altered working capacity.



*“Not all companies can provide solutions to every disadvantaged group, but we are convinced that every employer can help at least one group.”*

(Hajnalka Széll, President, MEF)<sup>17</sup>

<sup>17</sup> <http://www.hrportal.hu/hr/mindenki-kepes-hasznos-munkat-vegezni-20150312.html>



### **Common interest representation**

Together with other companies, MEF members have the chance to cooperate when formulating policy statements which are forwarded to decision makers. Thus they have the chance to influence national employment policies and their implementation. Membership also allows MEF members to:

- gain further knowledge about equal opportunities,
- increase their effectiveness at handling and resolving practical problems related to the employment of people with altered working capacity,
- find and implement effective and creative solutions to the employment of any individuals who need atypical treatment in some respects,
- show that their company is committed to equal opportunities.

## **Background, participants and their responsibilities**

MEF was founded following the Business Disability Forum by members themselves to create a forum for sharing their best practices. Members are represented by their HR employees and the Forum's operations are coordinated by the MEF secretariat.

## **Difficulties, strengths, results and key success factors**

The frequent communication and cooperative efforts within MEF have generated living relationships among the representatives of the member organisations, who efficiently inspire each other. One recent development is that one of the working groups has prepared proposals for amending the law on telework and submitted them to the ministry.

## Assessment of the practice and its results

Every summer the coordinator conducts discussions with the members' contact persons to evaluate the previous year and then shares the conclusions with MEF's board. The board takes these findings as a starting point when developing MEF's strategy for the following year.

## Sustainability

MEF's operation has been ongoing. Its sustainability is ensured by the yearly membership fee that members pay.

### Further information:

<http://www.hrportal.hu/hr/mindenki-kepes-hasznos-munkat-vegezni-20150312.html>  
[www.mef.forum.hu](http://www.mef.forum.hu)



The proAbility - The promotion of the employment of people with reduced work capacity through employers' training project benefits from a € 149000 euro grant from Iceland, Liechtenstein and Norway through the EEA Grants.

The overall aim of the project is to increase the employment opportunities of people with disabilities (PWD) in the open labour market.

Through the EEA Grants and Norway Grants, Iceland, Liechtenstein and Norway contribute to reducing social and economic disparities and to strengthening bilateral relations with the beneficiary countries in Europe. The three countries cooperate closely with the EU through the Agreement on the European Economic Area (EEA).

For the period 2009-14, the EEA Grants and Norway Grants amount to €1.79 billion.

