



*Pieces of the Big Picture*

– Exploring Employment of Rehabilitees with European Partners

Mood For Work



Mood For Work project (European Social Fund)

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This booklet tells about the best practices we have discovered from Europe in the field of **employment of rehabilitees and other special groups**.

The focus is on the Employer Counselling model (EMCO) that was developed within ESF project Mood For Work at Satakunta University of Applied Sciences (SAMK) in Finland. The aim of the model is to decrease social exclusion and to give answers to the non-matching problem of the labour market.

Employer Counselling encourages entrepreneurs to employ rehabilitees by offering company-specific services and by streamlining the processes of rehabilitees. The piloting of the EMCO model took place in 2011. The results were excellent.

The model was introduced for the first time to European audience in Employment Week 2010 in Brussels. It aroused interest among the event participants. The next international venue was an ESF Forum in Warsaw 2011. The EMCO model was considered new and innovative because it approaches the employment of special groups from a fresh employer-oriented perspective.

**Since June 2012, the focus in Mood For Work project has been on European context.** Besides the dissemination of EMCO it has been valuable to exchange best practices with international partners. We have compared ideas and experiences at local, national and international level.

The discussions have led to fruitful reflection and further development of our models. In this booklet we portray a Big Picture about our experiences in exploring different practices of employment of rehabilitees in today's Europe.

Ideas have been further developed together with our Swedish ESF partner 'Klara Livet' (Blekinge County Council). Special thanks also to our colleagues for example in the Netherlands and France and of course our proficient and committed Finnish network!

The Big Picture — focus on reflection

Mood For Work has had an intensive work period with partner organisations in Finland and abroad during the last one and a half years of the international part of the project.

When exploring interesting best practices, the important question was how to tell about these practices for colleagues and cooperation networks at local level. As an answer to this question, Mood For Work project assembled special national level reflection groups where professionals from different organisations and companies have gathered together to learn and discuss new ideas and possible ways of rooting them into their own organisations.

Reflection is the key. It is not enough to only import good practices; open discussion is a basic requirement for a successful further development and rooting process of new ideas.



**On the basis of our experiences we recommend reflection to be used as a working method also in international context.** In addition, experts by experience – employers and rehabilitees – have been actively involved with further development of the Employment Counselling model.

We have collected into this booklet pieces, best practices, that have been found in interaction with European partners. We hope this booklet will serve as a tool when exploring pieces for your own Big Picture.

You will find more information on employment of special groups from Mood For Work website: <http://www.tyomieli.fi/english.php>

Kaarina Latostenmaa  
Project Manager, Mood for Work



Employer Counselling is a new way to improve the employment of rehabilitees. It helps employers to recruit from special groups. The goal is to decrease social exclusion and find answers especially to the needs of small enterprises.

The model is based on a survey of 120 employers (carried out in Satakunta region, Finland) and created together with specialists and experts by experience (in this case employers and job seekers/rehabilitees).

According to the study conducted by Niina Laitinen (see page 22), over half of the employers have, in principle, a positive attitude towards the idea of employing a mental health rehabilitee, but they need support for the actual recruitment process and more information about

- rehabilitees as workers
- support for salary costs
- job coaching services
- agencies helping with recruitment.

Furthermore, the **employers want to have company-specific help in the employment of a rehabilitee**, and due to the lack of time, they expect that service to focus on the company premises. These results led to the development of the Employer Counselling model (EMCO) within the Mood For Work project.

There are two main parts in EMCO:

- 1) Holistic turn-key service in companies (case management)
- 2) Cross-sectoral cooperation making processes more fluent (service coordination).

The individual counselling consists of guiding and supporting the employers right from the beginning of the recruiting process, and even before. These services are tailored for the needs of each employer. Employer Counsellor coordinates the interaction between the employer, the employee, the employment office, the social security institution and other organisations for the whole duration of the recruiting process.



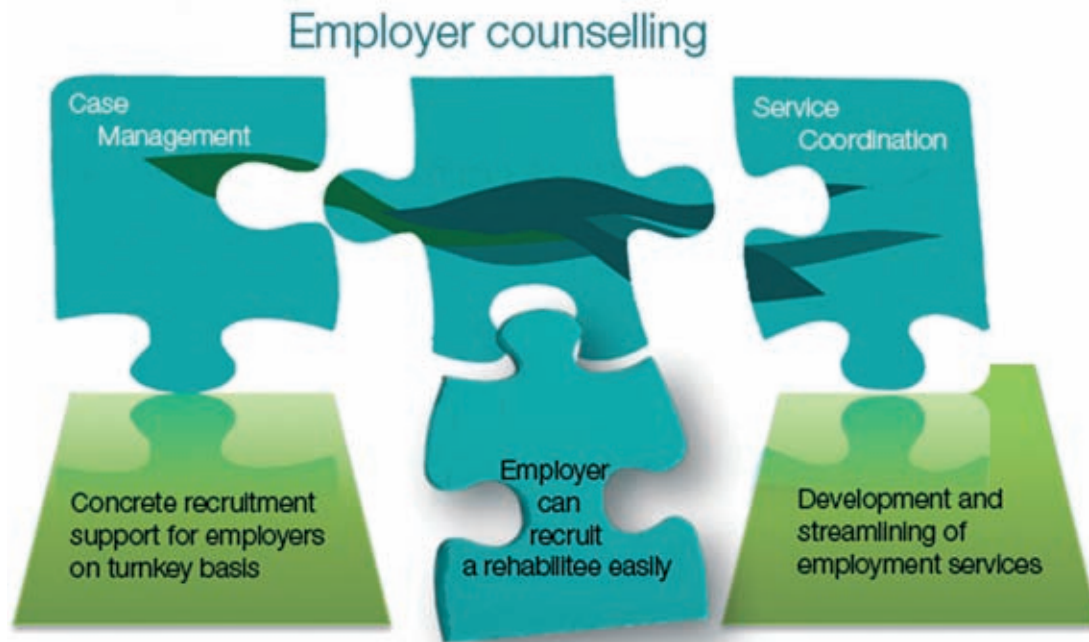


Figure 1. Employer Counselling model, Mood For Work, Satakunta University of Applied Sciences

The commitment of the local key operators to cross-sectorial development work is a basic requirement for success. In Satakunta, decision-makers and experts by experience together with employment and rehabilitation organisations have been active and involved.

The model has been piloted with a group of entrepreneurs and mental health rehabilitees in Satakunta region, Finland. The results of the evaluation were good. **Success stories in media are part of the model.** They encourage new entrepreneurs to make open-minded choices. One example of the good results is that the employment authorities in Satakunta have started to apply parts of the Employer Counselling model in their customer practices in the employer services.

In the Employer Counselling model **the focus is on the employer as it has traditionally been strongly on the strengthening of rehabilitee's competences.** The spreading of our model for employers has been successful because of the positive perspective on this difficult issue. Next chapter gives an example of a success story.

The owner of a car repair shop, Jarmo Metsämäki (in Satakunta, Finland), is a socially conscious employer. He took his chance to employ a mental health rehabilitee with the support of Employer Counselling provided by the Mood For Work project. He thinks that it was a win-win-situation for all: an employer in need of manpower got a motivated worker, and a rehabilitee got an opportunity to find a tailored way back to working life.

With Employer Counselling, the right forms of support were easy to find. Jarmo Metsämäki says that Employer Counselling plays a crucial role in a process where an employer ends up recruiting a rehabilitee.

“ The employer counselling service makes things easier. Without it the employment can be left unfinished despite all good intentions. It is also important that you don't have to knock on too many doors without answers. You can get frustrated with this kind of 'runaround'. But after a good start, an entrepreneur knows how to go on.

The encouragement of employers to recruit rehabilitees is very significant for all of us and for society as a whole. Jarmo Metsämäki hopes that employing different rehabilitees will be discussed more actively, for instance at entrepreneurial events.

Jarmo Metsämäki characterises Employer Counselling as very concrete and diverse.

“ As an entrepreneur, I appreciate that the first move to initiate the process of employing a rehabilitee is made by the Employer Counsellor. Often those employers who do not actively take contact by themselves are still interested if the service is offered to them. That's how things start to roll!

“ It saves a lot of precious time if someone takes care of the whole process in a holistic way, Metsämäki says. From the rehabilitee's point of view, it is also important that there is someone to contact if any problems arise and the employer also feels more relaxed knowing that the contact person is available when needed.



According to Jarmo Metsämäki, a good Employer Counsellor keeps in touch at suitable intervals and anticipates the future.

“ The Employer Counsellor should also advise in matters that the employer does not even know that s/he should ask. Most importantly, the Employer Counsellor is a specialist with a kind heart and right attitude.

Jarmo Metsämäki hopes that tailored Employer Counselling will be established as a permanent service. The entrepreneur summarises his satisfaction:

“ It's reasonable and certainly enhances the employment of rehabilitees. We need Employer Counselling services to make things work. It has been wonderful to see a new worker feeling fine and enjoying work. And the work will get done!



Photo: Mika Vuorio/SK

'I managed to get a motivated worker with the support of Employer Counselling'  
– Jarmo Metsämäki, Entrepreneur, Autohuolto Veljet Metsämäki Ky

## 3

## Employer Counselling fits many situations

In the beginning, the Mood for Work project focused mainly in the employment issues of mental health rehabilitees. However, after successful piloting of the Employment Counselling model, it became obvious that this model could also be applicable to other people with limited ability to work. The extension of the target group to all kinds of people with different disabilities has increased the possibilities to influence the service system in Finland and to disseminate the model in Europe.

The Employment Counselling model started to be a topic of active international discussion. It began to seem that with good cooperation with national and international partners the model has all the prerequisites for being one of the good practices in a European context.



In WAPR Conference Milan 2012. Tapio Myllymaa, Senior Lecturer (SAMK), the main developer of EMCO model.

Niina Laitinen, author of the big employer survey, presents to Dr. Jayan Mendis 'Guide for work community to support the employment of a rehabilitee' (see page 22).

Mood For Work project has participated actively in both national and international seminars and conferences related to the theme of employment of special groups.

**Participation has enabled successful dissemination of the Employment Counselling model to the European audience and also learning of interesting ideas and practices from other countries.**

The Employer Counselling model was introduced for the first time to an international audience in Employment Week 2010 in Brussels. Next time was in ESF symposium 2011 in Warsaw. The fresh and innovative model aroused great interest.

The symposium Mental Health at the Workplace was held in Brussels in 2012. The first contact with researcher Karen Nieuwenhuijsen from The Institute of Occupational Health, Academic Medical Center, University of Amsterdam, was taken there.

In the 11th World Congress of Psychosocial Rehabilitation WAPR 2012 'Change thinking, change practice, change services' in Milan, Mood For Work gave two presentations and participated in the poster exhibition. From other speakers' sessions especially experiences of the method IPS (Individual Placement and Support) presented by Dr. R.E. Drake, USA, by Dr. T. Burns, UK, and by the Spanish experts were impressive and offered opportunities to exchange ideas.

The active cooperation between Mood For Work and Swedish ESF project 'Klara Livet' began autumn 2012 with a common partner seminar in Helsinki. In May 2013 both projects travelled to France to meet French employment professionals in Mâcon. The seminar 'Handicap and work' was organized by association A.M.i 71 and Mâcon-Pori friendship association. The seminar was part of the annual events of 'Printemps du Handicap 2013'.

In June 2013 Mood For Work and Klara Livet held partner meeting in Dublin within the 11th EUSE Conference focusing on a theme 'Building an Inclusive Europe through Supported Employment'. The most interesting themes were the presentation of the New Toolkit for Supported Employment (Executive Manager Bertil Johansson) and experiences of the Portuguese tutoring model for companies (Dr. Augusto Sousa). The Employment Forum 2013 in Brussels will be the final partner meeting for Mood For Work and Klara Livet.

This text is from Klara Livet's brochure targeted to potential course participants.  
About the course methods: see slides of Klara Livet, <http://www.tyomieli/english.php>

### For whom and how

Klara Livet is a cost-free program for you who live in the county of Blekinge or in the municipality of Bromölla and are between sixteen and sixty-four years old. You are either on sick leave since six months back or more, your period of sickness benefit has expired from the Swedish Social Insurance Agency or you are sick and receiving a maintenance allowance. But you might also find yourself in a more general social exclusion with symptoms such as exhaustion, mild depression, stress-related ill health or pain – but with the capacity to be able to maintain yourself through your own work in a not so distant future.

The program is carried out continuously at the folk high-schools in the county which means that you always have the possibility to choose a place for the program that suits you. During the first six weeks of the program you will meet five hours per day on Monday, Tuesday, Thursday and Friday while the following sixteen weeks will consist of three days of intensification and two days of practice or introduction to social enterprising – entirely depending on the direction that you as a participant have chosen.

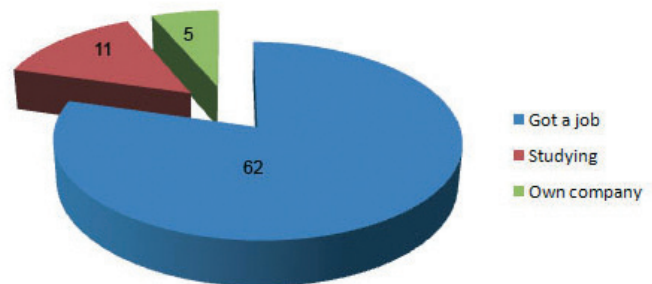
### Work practice

Through the practice you will strengthen your possibilities to get a job. If you want to, you can do the practice to get vocational guidance, vocational practice, work experience or perhaps simply to maintain and strengthen your competence.

### Social enterprising

Social enterprises make it possible for people who are much distanced from the labour market to integrate into society and working life. As a co-worker, you will through ownership or in another way also become a participant in a company that reinvests possible profits.

**Occupation after the course**



Everything lies ahead of you

The good thing about the rest of your life is that it always lies ahead of you. It is always something that you can look forward to, something that you have the possibility to have an influence on. So, irrespective of where you have been or how you have felt, the rest of your life is something that you can take part in shaping – simply create the best conditions possible for that which will come. During twenty-two weeks, the program Klara Livet gives you, in one go, both a gentle and a flying start on your future.

““ After the program I felt a lot more secure of what my occupation would be.”

Feeling and understanding

Sometimes this is the way it is – life might feel tougher and your self-esteem might not be that great either. And if this is a feeling that you harbour for a long time, it is of course also so that it may affect your possibilities to work and maintenance.

Klara Livet gives you tools for change both in regard to desire and your situation and opportunity to try a new direction in your professional life. By means of well-tried methods we work together with your motivation and drive for you to be able to get to know your particular possibilities and limitations.

*“Klara Livet enabled me to get back to both my desire and the possibility to work.”*

By giving you tools to handle your life situation you will be further strengthened - you will feel that you to a higher degree will both dare to and have the capacity to make real changes.

Ambition and realization

Klara Livet consists of two parts – first six weeks that focus on health, communication and conscious presence where you will learn to understand and handle your feelings, symptoms and thoughts – followed by sixteen weeks where you get the possibility to try your regained wings through workpractice or introduction to social and cooperative enterprising.

When the twenty-two weeks have passed, you will have experienced fine, useful and sometimes perhaps also challenging moments together with instructors and other persons in situations similar to yours. And you will also be prepared for getting on with work again. Prepared for the rest of your life.



**In France there is a legal obligation to employ workers with disabilities.**

The 2005 Disability Act and the 1987 Disability Employment are the main legislations regarding this matter in France.

Both private companies and public offices with a work force of more than 20 employees must hire 6% of disabled workers. Employers are provided with three options to meet this target:

- hiring disabled workers as employees (direct hire)
- subcontracting workers from the sheltered sector (indirect hire)
- paying a contribution fee to a specific organisation which then uses the funds to further professional inclusion in both the private and public sectors.



Cooperation of Mood for Work with Mâcon is based on earlier contacts of Satakunta University of Applied Sciences related to accessibility.

Private companies pay their contribution fee to the AGEFIPH, Fund for the professional inclusion of disabled people. In turn, public offices pay their fee to the FIPHFP, Fund for the professional inclusion of disabled people in the public sector.

The contribution amounts to up to 600 times the French hourly minimal wage (8,71€ in 2008) for each missing disabled employee. After 3 years, if no efforts were made, the compensation fee can go up to 1500 times the minimal wage. These particular provisions entered into force in 2006.



The disabled worker status is guaranteed by legislation to those who match the following requirements:

- workers whose work accident resulted in a disability estimated at 10% or more
- disability and war veteran pensioners
- holders of a disability card
- recipients of the Disabled Adult Allowance

Support for employers and workers with disabilities

Employers are supported when directly hiring disabled people and when hiring subcontractors from the sheltered sector. A bonus is granted to employers who directly or indirectly hire a disabled person for over 12 consecutive months. Up to 80% of the measures taken to hire a disabled worker, including equipment and specific training, can be compensated through public funding. This is also true in the case of measures taken for an employee who has become disabled.

**Workers with disabilities are entitled to adjustments and arrangements in their working hours and shifts.** They also receive priority access to further training and continuing education as part of their current position. In case of redundancy, the notice period concerning a disabled worker is double that which is otherwise used in the company. Finally, disabled workers are entitled to early retirement from the age of 55 on the basis of 30 working years with a disabled worker status.

Disabled job seekers receive help and guidance from two central organisations:

The ANPE (National Job Centre) provides counselling. Disabled job seekers receive priority access to workshops on CV writing, interview techniques and other related skills held at the ANPE.

CAP EMPLOI is an organisation that acts as a recruitment agency in that it provides tailored counselling and performs outplacement.

## Seminar 'Handicap and Work' in Mâcon

In an international seminar 'Handicap and Work' in Mâcon in May 2013, the professionals working with the employment of disabled persons presented their organisations as a part of the annual 'Printemps du Handicap'.

Cécile Talmard (Cap Emploi) told that this organisation is in charge of organising employment services for vulnerable groups. The aim is to offer professional insertion on worker who has often been resigned due to inaptitude. The re-education for the new profession is possible also for handicapped persons who are to be recruited. The re-education services are free for both the disabled and employers in whole country.

According to Kitty Dekker (employment organisation Sameth), services are targeted for those who already have a job but there is a need for changements in it or they need a new placement. The employer or the company doctor informs about the difficulties the disabled workers may have. The company can get a compensation of 50% of the technical adjustment costs from AGEFIPH.



Céline Thibert presented the new service 'Intersection ETTI' aiming to find temporary jobs for disabled persons. ETTI works in close cooperation with local actors such as Cap Emploi and Sameth.

There was a lively discussion about the system in France and the work of the Scandinavian projects. The French participants were very interested in the Finnish Employer Counselling and the active way of telling about success stories of the companies in media. Also the Swedish model about empowerment and peer support aroused great interest.

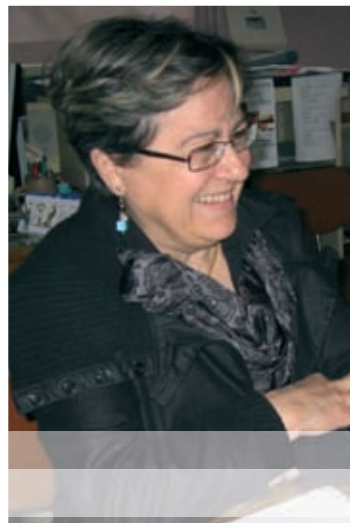


Jean-Pierre Mathieu, representant of the City of Mâcon, presents the Mood For Work PR-gift.

## Case Mâcon Metso-Minerals

Dominique Lacondemine, Human Resource Manager of the company Mâcon Metso-Minerals, was the chairman of the seminar 'Handicap and Work' in Mâcon. She told about experiences from the company Mâcon Metso-Minerals which is the biggest enterprise in Mâcon.

In their company the main idea is to search for competences. If the competent person happens to have a handicap they do their best to get help for the worker so that he could integrate the work. The company can use employment organisations specialised in questions of employment of disabled persons and the company can get a compensation of 50% of the costs caused by the technical adjustments paid pay the AGEFIPH (organisation responsible for managing levies paid by French companies employing at least twenty persons which are required by law to provide employment for people with disabilities.) The employment rate of disabled workers in Mâcon Metso-Minerals is approximately 4,5% of the total personnel.



Translated and adapted from the French article published in Revivre No 386 /juin 2013, p. 9.

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The experiences from the French system were reflected in Finland 27.5.2013. Helka Raivio from THL (Development Institute under the Finnish Ministry of Social Affairs and Health) told about the legislation in Germany and Denmark. Additional examples from Baltic and Nordic countries have become familiar for Mood For Work during the writing process for an article of the book 'Decent Work' published by ASPA foundation.

VATES Foundation in Finland is an organisation of experts specialized in the nation-wide legislation of special employment. It is also one of the main partners of Mood For Work. The experts of VATES work in close cooperation with EUSE (European Union of Supported Employment) and especially with its vice president Bertil Johansson from foundation Activa, Sweden. Reflection meetings with them and with Kiiipula foundation have given new perspective to the common development.

The Coronel Institute of Occupational Health is a department of the Academic Medical Center of the University of Amsterdam. The aim of the research is to optimize the prevention of occupational diseases and to promote participation in the labor force.

Karen Nieuwenhuijsen is an assistant professor and senior researcher at the Coronel Institute of Occupational Health. She is also an alumni of the post-doctoral Work Disability Prevention (WDP) Canadian Institutes of Health Research (CIHR) Strategic Training Program of the Dalla Lana School of Public Health, University of Toronto.

Kaarina Latostenmaa, Project Manager of Mood For Work project, met Karen Nieuwenhuijsen for the first time in Brussels in 2012 in a symposium 'Mental Health at the workplace'. After this they started to exchange experiences about the employment of mental health rehabilitees. Next meeting between them and Klara Livet took place in Paris in May 2013.

As the surveys carried out during Mood For Work project focused on mental health rehabilitees, the research areas of Karen Nieuwenhuijsen were very interesting. She has researched enhancing of work functioning and work participation of workers with common mental health complaints or disorders.

Nieuwenhuijsen has studied the differences between workers on long-term sick leave returning soon to their job compared to workers that are returning to work much later. For the results of the study, surprisingly, the interaction between work pace and workload and mental health symptoms was not statistically significant.

However, it was statistically significant that **those that themselves believed in a short sick-leave came back to work full time much earlier than those who did not believe in their return to work within 6 months or later.**

These results support the dual idea of Employer Counselling model about combining a multi-sectoral cooperation between all the actors related to the employment process with individual counselling services available for both worker and employer. The worker and employer need support not only during the recruitment process but also in a later phase.

Karen Nieuwenhuijsen sees the social relevance of Employer Counselling very high when thinking about the huge societal challenges in Europe.



Meeting in Paris in May 2013; Lena Wikström (left), Project Manager of Klara Livet and Karen Nieuwenhuijsen exchanged ideas and experiences.

The challenge is how to go on with the cross-sectoral development in organisations after the project. Satakunta University of Applied Sciences could have a kind of coordinating role also in the future because it's committed to enhance accessibility in working life. Additionally, Employer Counselling (EMCO) will continue to be a part of teaching and research activities of SAMK.

In Finland Mood For Work project arranged several national reflection seminars where professionals, employers and rehabilitees gathered together to learn and discuss new employment ideas from Europe and possible ways of rooting them permanently into organisations. **Small enterprises and mental health rehabilitees have been active and in a big role when developing more custom-orientated services.**



Reflecting European best practices in Finland in October 2012.

Concrete example was the process to enhance **common understanding and develop a model of supported apprenticeship in Satakunta region.** The brochure about the model is available on the website [www.tyomieli.fi/english.php](http://www.tyomieli.fi/english.php)

The new project in SAMK, 'Jengoilleen', continues in the footsteps of EMCO. **'Jengoilleen' focuses on superiors and team leaders in companies facing challenging situations relating to rehabilitation issues and develops tools for them with broad network.**

The regional main partner of Mood For Work, Satakunta Employment Office, is committed to go on with Employer Counselling. The new way of thinking shows in every day processes. Employment Office, Employer Organisations and SAMK also have launched an annual WINNY award for an entrepreneur that has recruited rehabilitees in an exemplary way.

Employment Forum in Brussels in November 2013 will be the last international conference participation for Mood For Work. Presentation in a Focus Group and expo stand offer an ideal opportunity to meet partners and discuss about new employment possibilities for vulnerable groups. The conference in Brussels and the closing seminar in Finland December 2013 gather the final pieces of the Big Picture made during the project Mood For Work.





WINNY award – a positive message. The prize is awarded annually for employer who has recruited rehabilitees. From the left: Kaarina Latostenmaa, Aino Mäkikyrö, catering entrepreneurs Maritta and Aarne Nevanpää (2012 Winny prize winners), Päivi Laine (Satakunta Employment Office) and Pekka Niemelä (Entrepreneurs organisation of Satakunta).



EU Expo in Pori, 2013. Left: Juri Raikkerus (Employer Services, Satakunta Employment Office), Niina Laitinen and Nina Aarola (Project assistant, Mood For Work).



Steering Group meeting of Mood For Work, May 2013.

Visit the Mood For Work website: <http://www.tyomieli.fi/english.php>  
On the website you'll find presentations of international seminars, articles and other material.

Other sources of information:

<http://www.vates.fi/en>  
[http://www.thl.fi/en\\_US/web/en](http://www.thl.fi/en_US/web/en)  
<http://www.kiipula.fi/en>  
<http://www.aspasaatio.fi/aspa-housing-services-foundation>  
<http://www.euse.org/>  
[http://www.wapr.info/World\\_Association\\_for\\_Psychosocial\\_Rehabilitation\\_WAPR/Home.html](http://www.wapr.info/World_Association_for_Psychosocial_Rehabilitation_WAPR/Home.html)  
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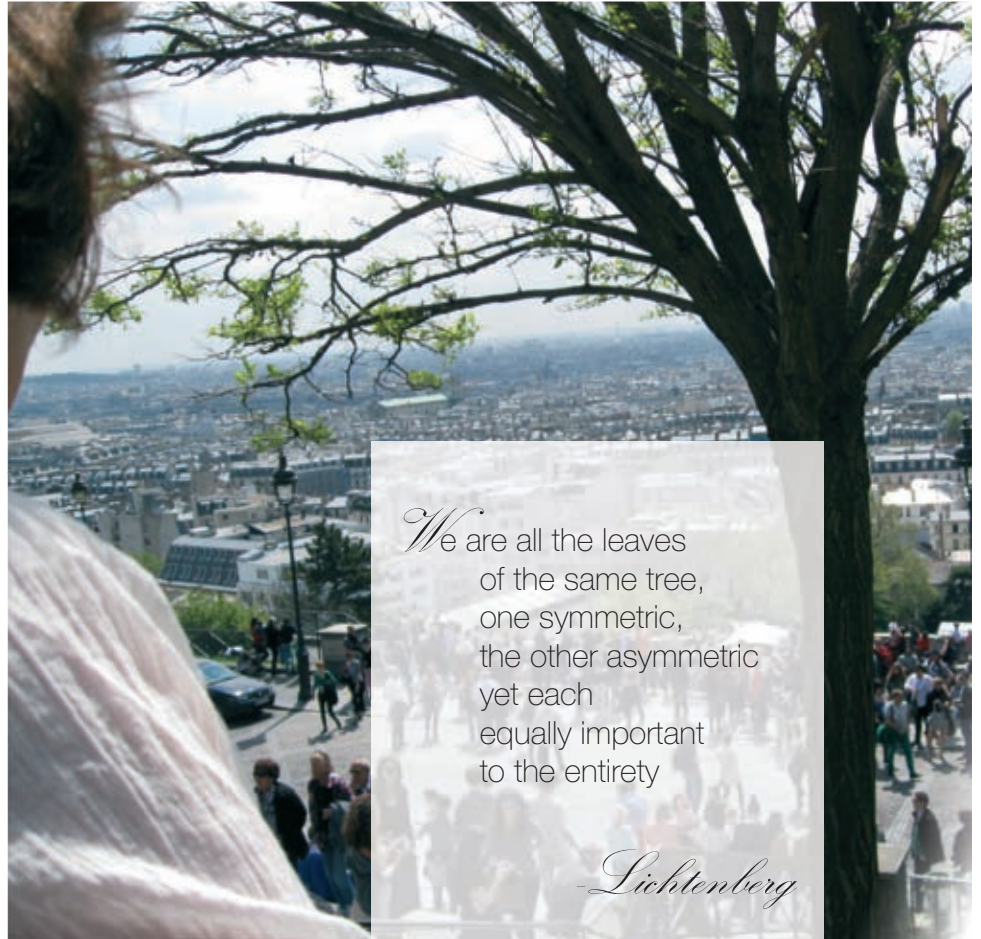
Ministry of Employment and the Economy in Finland

Satakunta Centre for Economic Development, Transport and the Environment

Mood For Work Steering Group

Partner Organisations, Companies and Projects in Finland and abroad

Project Klara Livet, Blekinge County Council



Come and take a journey with us exploring the pieces of the Big Picture; how to move towards a labour market accessible for all.

The pieces are the best practices found in interaction with European partners when disseminating Employer Counselling model EMCO in Europe. The model has been created by the ESF project Mood For Work in Satakunta University of Applied Sciences, Finland.

'Make it easy for employers' is the slogan for EMCO. It's based on an idea of customer-oriented cross-sectoral processes and company-specific counselling for enterprises, also for the small ones.

In this booklet you will find a Finnish success story about recruiting a rehabilitee and other encouraging experiences from Sweden, France and the Netherlands. These examples complete our Big Picture.

Hopefully the pieces we've gathered will help you to find new tools and perspectives to make a success story of your very own.

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