

JOB COACHING

- ▶ EMPOWERING PEOPLE IN THE OPEN LABOUR MARKET

www.dafuer.at

dafür



A short presentation of ourselves

PRESENTATION OF THE TEAM MEMBERS



Johanna Ortner

Job coach at *dafür* since 2014, previously working in various office occupations as secretary, accountant, tourist agent; voluntary work in the social field
Philosophy of life: „Every person is unique and valuable!“

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Hofer Hartmut:

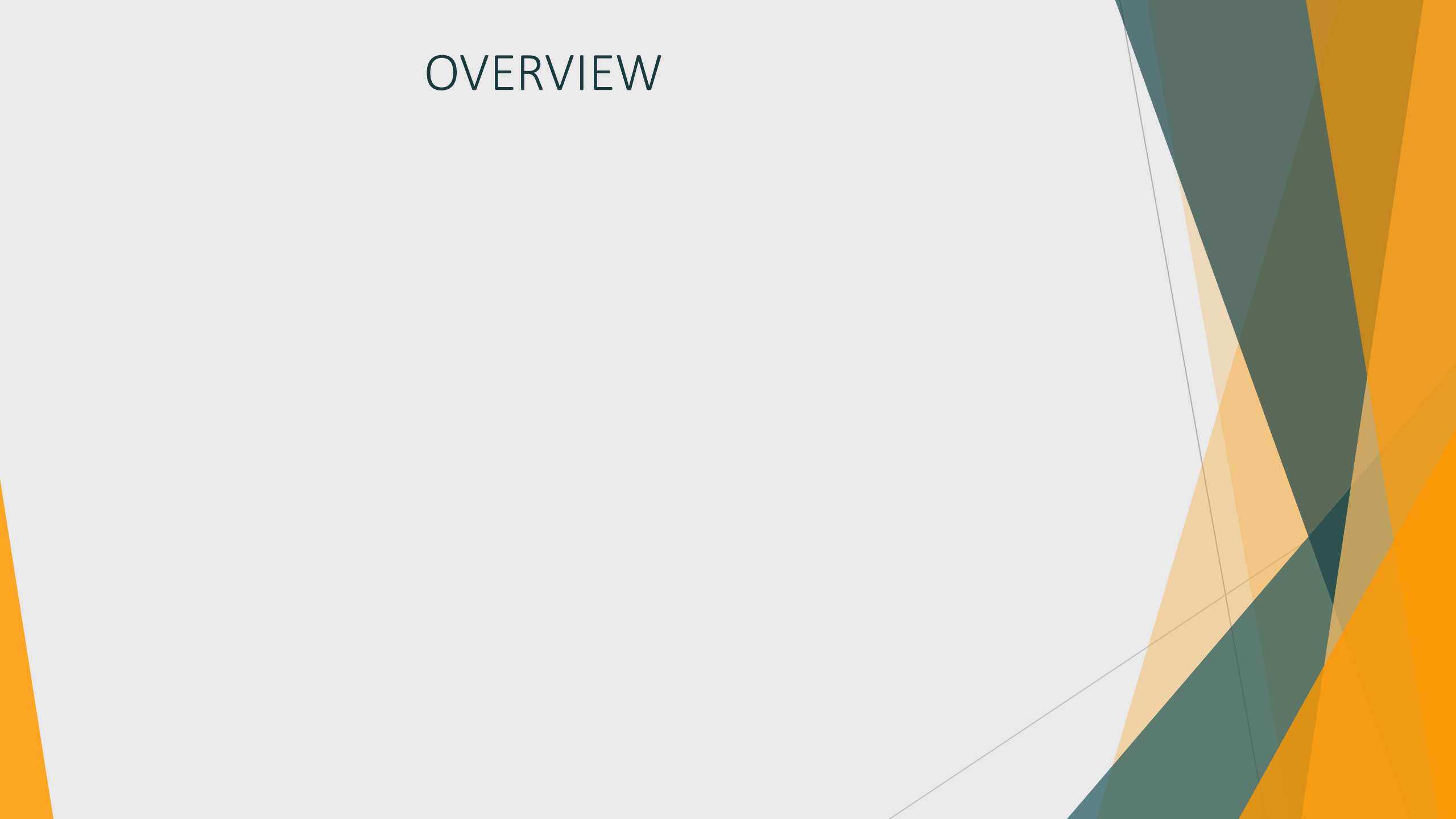
Job coach at *dafür* since 2014, previously working as a cultural manager and theatre director.
Philosophy of life: „You can't stop the waves, but you can learn to surf.“



Reinhard Saler

Job coach at *dafür* since 2014, previously working as metalworker and project manager in many companies with a lot of experience in different industries
Philosophy of life: „Those who do not act, are treated.“

OVERVIEW



OVERVIEW

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INTRODUCING OUR PRACTICE



Who we are? - Mission statement - Objectives

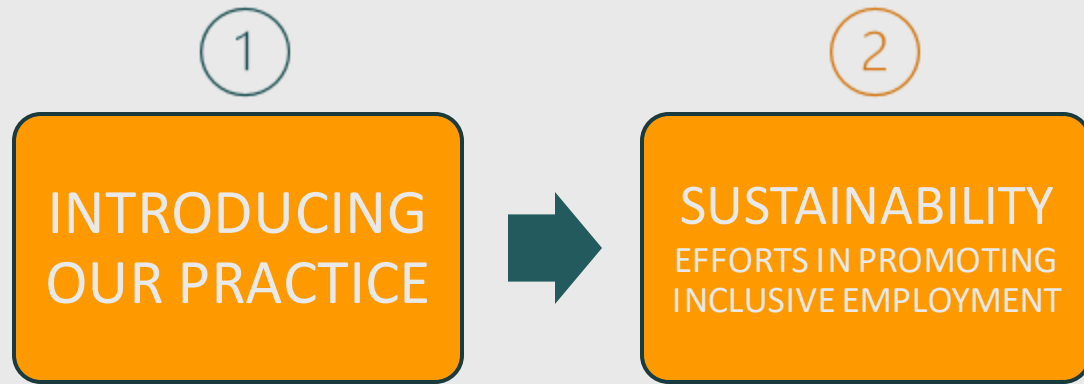



Target audience - Activities




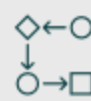
The Jobcoaching process
- from onboarding to inclusion

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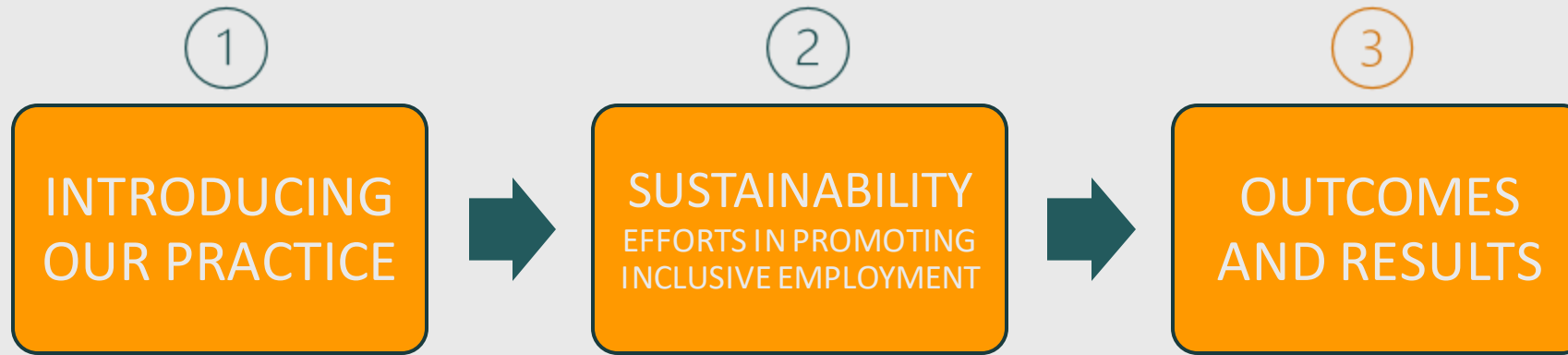
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 Challenges we face


 The strengths of our practice

OVERVIEW





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 Target audience - Activities

 The Jobcoaching process - from onboarding to inclusion

 Challenges we face

 The strengths of our practice

 Facts and Figures

 The journey of Lena

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SUSTAINABILITY
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OUTCOMES
AND RESULTS



WHO WE ARE?

dafür is a regional competence centre for vocational training and labour market inclusion of people with disabilities.

- over 60 employees
- operating since 2003 in Vorarlberg, Austria



**INTRODUCING
OUR PRACTICE**



**SUSTAINABILITY
EFFORTS IN PROMOTING
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**OUTCOMES
AND RESULTS**



WHO WE ARE?

Our services for people with disabilities from the end of compulsory school till retirement

YOUTH COACHING

- Supports at the school-work interface
- Clarifies educational and labour market perspectives

WORK ASSISTANCE

- Supports job seekers in searching for a job or an apprenticeship
- Helps securing jobs and overcoming periods of crisis

VOCATIONAL TRAINING ASSISTANCE

- Supports young people with disabilities within the context of an extended apprenticeship or partial qualification

JOB COACHING

- Supports people with disabilities and companies at the workplace
- Training of skills

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MISSION STATEMENT

- We are operating across the federal state of Vorarlberg, Austria, with the **objective to secure living employment** for disabled and disadvantaged people, because we believe that **work is an essential precondition to live a self-determined life.**
- We support in finding and sustaining paid, meaningful and productive **employment** through the focus on strengths, a strong network and considering both the **employer's and the job seeker's perspective.**

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OBJECTIVES

- Job Coaching assists people with disabilities to **sustain employment in the open labour market in the longer term**
- Job trainings and work experience placements help the job coaches to **identify strengths and jobrelated support measures** before entering in employment.

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TARGET AUDIENCE

The **target audience** is predefined by the Austrian Disabled Persons Employment Act (DEA).

According to Austrian Disability Law, one has to acquire a legal status of disability in order to be eligible for services and financial benefits. Consequently, we can offer our services to **people who have a legal status of disability and to young people, who are socio-economically disadvantaged** and are facing the risk of social exclusion.

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ACTIVITIES

- Providing **individualised and intensive support** for people with disabilities **directly at their workplace**
- **Creating links** to the persons with a disability at the workplace, their colleagues and their supervisor thereby including all relevant stakeholders.
- **Promoting awareness** and guidance to the working environment about disability-related issues
- The **most important activities**: training and development of job-specific skills, on-the-job training, (re-) organising work processes, conflict management and mobility training
- From the intake to assessment, planning and tailor-made interventions, the monitoring, ongoing support and evaluation the Job Coaching process follows the **principles of Supported Employment**

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THE JOB COACHING PROCESS

Who is asking for Job Coaching?

- A service user who knows what kind of job he or she wants to do, but with the support of a job coach wants to **find out if he or she is able to do this work**
- A person who is **starting to work again after a long sick leave**
- A supervisor who is having a **difficult situation in his*her company**, for example problems with communication, misunderstandings,...
- A service user who does not know **how to master the way to work** with public transport
- A person who is **afraid of loosing his*her job**, because he or she can't do the tasks anymore

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THE JOB COACHING PROCESS

Initial
contact

- Clarifying the issues and challenges and defining all relevant stakeholders
- Joint definition of a goal

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THE JOB COACHING PROCESS

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Analysis

- Holistic analysis of the situation
- Workplace analysis, development of coaching support and tailor-made interventions

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Imple-
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- Hands-on: Implementation of support measures and interventions
- Connecting with other support services if needed

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Evaluation
and
finalization

- Evaluating the measures taken

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CHALLENGES WE FACE

- Difficulty of finding suitable jobs for disabled or disadvantaged people since **requirements on the labour market** have become more **demanding**
- Significant **increase in administrative tasks** in order to comply with the requirements of the funding authority - this also means less of working time in direct contact with the service user
- **Manage a good calendar**: support of people in every kind of industry – f.e. when supporting a baker during his work in the night-time, it's not possible to support a young person on the way to her/his work in the morning
- Communication could be a challenge with people with sensory impairments or people with another native language; developing **creative communication solutions** for these target groups is crucial

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CHALLENGES WE FACE

- People with mental health problems, f.e. they become aggressive or depressive – in a worst case they have no family or friends to talk to in that situation; cognitive impairments: service users don't have the chance to understand the situation
>>>> **awarness raising for invisible disabilities** becomes more important and it's crucial to build up a good community of additional help (psychological therapy, social assistance, friends, etc.) – job coaches can't carry this alone!
- Young people in vocational training: probably **not always reachable** - this makes it difficult to keep in contact with them. In addition their parents are not always able to work together with us to reach the goals.
- **Helping people to help themselves**: After we found out the reason of a problem, it's not always easy to detect what helps the person, to help her-/himself.



THE STRENGTHS OF OUR PRACTICE

- To build up a good relationship with our clients and to **create a high level of confidence** with the company, the supervisor and the staff – a fundament of our work is **discretion of privacy**, company secrets all stay in the company and we don't put them out.
- **Personal qualities as a job coach:** to be **open-minded** and **without prejudice to company rituals**, having **an appreciative** and patient **approach**; we are looking at someone long enough until we are able to evaluate the situation to step in
- Our **outside perspective supports** companies and their employees **in redesigning** work processes when having become routine-blinded.
- In a fast-paced world, we **refer to the necessary time resources**. Spending as much time as needed for the inclusion of the person with disability in the work place is a key success factor.



THE STRENGTHS OF OUR PRACTICE

- Through the duration of support and our knowledge of internal process we are able to **provide support with the creation of new job opportunities** when the person with disability is no longer able to perform the present job.
- **Good communication inside** our job coaching **team**: we support each other with giving ideas, we are also supported by a supervisor - That is necessary to stay capable of acting.
- A **diverse job coaching team**: different age, gender, origin, professional experiences, working in different ways. We are **able to work very flexible** in time and design.

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THE STRENGTHS OF OUR PRACTICE

- We are **working in an interdisciplinary team** - people with disabilities often have multi-layered problems (social, psychological...). Finding a common solution with all relevant stakeholders through intensive cooperation also fosters sustainable inclusion.
- **Symbols of sustainability are visible** in the company: Supervisors are watching the way we are working with the service users and take this over. Their perception changes.
- When **creating a new working place** or a piece of it, it is mostly a solution for future – the supervisor and the staff are also **learning from this process**.
- **Supervisors loose the fear** of employing disabled people and the successful integration passes to a few other companies



FACTS AND FIGURES

- In 2019 we were able to **successfully support 63 % of our service users** (76 % in 2018) in gaining or maintaining employment in the Job Coaching programme. Together with the person with disability and other relevant stakeholders, the job coaches were able **to restructure work processes and to adapt the work place** to the job seekers abilities and strengths.
- **26 % of our service users** (12 % in 2018) **were supported in a work placement training**, but did not start a job immediately after this training. In 2019 11 % (12 % in 2018) had to cancel the job coaching programme for health or other reasons.
- **Remuneration is based on collective agreements.** All our service users have to be **treated equally** to other employees and receive the same remuneration.

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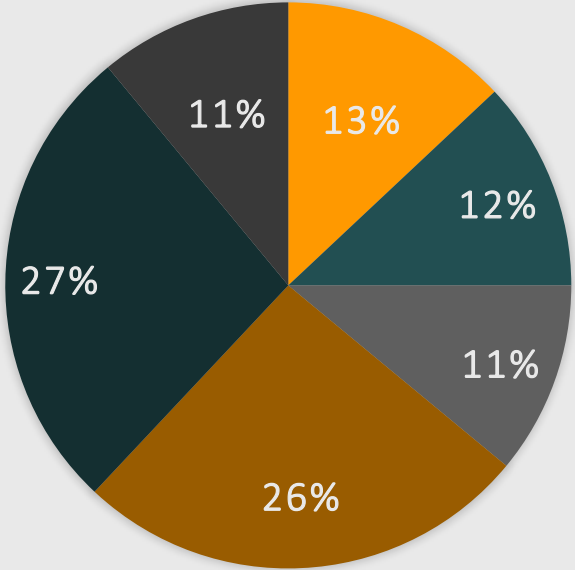


OUTCOMES
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FACTS AND FIGURES

Apprenticeship sectors where our service users find employment



- Technical apprenticeships
- Joinery
- Painter
- Retail trade services
- Other craft professions
- Tourism and catering services

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FACTS AND FIGURES

Characteristics of the majority of our service users:

AGE: 25 - 45 years

SEX: female

DURATION OF SUPPORT: 138 days

LANGUAGE: German

NATIONALITY: Austria

EDUCATION: successful completion of the 9th grade

IMPAIRMENT: intellectual impairment

ASKING FOR JOB COACHING: other support organisation

COMPLETION: secured existing employment



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THE JOURNEY OF LENA*

*the name is changed because of privacy



Lena had medical problems when she was a baby resulting in a **cognitive impairment**. An easy language helps her to communicate and to come in action.

Lena has **two different jobs in the same company**, one part is cleaning classrooms and toilets in a school and the other part is cleaning the dishes after children's lunch. She is working there already for over 10 years.

During the last few years **problems increased**, so her supervisor got in contact with *dafür*. The problems were so diffuse that it was clear that this is a case for job coaching.

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THE JOURNEY OF LENA



First I had to find out the main problems. The biggest problem was that Lena started to lie to the supervisor, to colleagues and even at home.

By watching her in her daily routine she did her job very well, but in contact with colleagues I noticed that **misunderstandings appear very easily**. Lena seems not to understand exactly what she has to do, so she did just anything and then said „But you told me to do that!“. In addition Lena had about 8 colleagues and everybody wanted her to do something – that she did of course.

Lena **couldn't say „no“**, so she did everything she was asked for – that of course asks too much of her, as a cognitive impaired person. I **supported her to find strategies** how to handle this.

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THE JOURNEY OF LENA



Another problem was, that the floor she cleaned before was sometimes sticky after it – I found out that she didn't know which cleaning product she has to use for what surface, so together we **created a plan for cleaning.**

Finally Lena couldn't do the job of cleaning classrooms and toilets anymore because her supervisor wasn't able to support her anymore. The challenge of job coaching now was to **find some other tasks** in this company, that Lena was able to do.

We found **another set of tasks** in the library next to the school, where she was already working. She loves her new job, she is cleaning books and games that people borrowed, she sorts books and games again in the shelf and she likes her new supervisor in this part of her job very much as well as her new colleagues.

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THE JOURNEY OF LENA



KEY SUCCESS FACTORS:

- ✓ Importance of communication: **Using an easy language** helps her to understand – also training her working environment in regard to this
- ✓ Empowerment: **Fostering an increase in self esteem and independence** through training her in also telling the others „no“-
 - ✓ Positive effects of her new job can also be seen in private life (feeling less stressed, etc.)
 - ✓ Lena **acquired new skills** and adapted to a new working environment
- ✓ **Awarenessraising for invisible disabilities** becomes ever more important
- ✓ A changing nature of work, characterized by increasing speed and complexity, demands the **creation of new jobs that respond to the needs of people with limited cognitive abilities.**



OTHER FACTORS FOR SUSTAINABLE INCLUSION

- ✓ Secure a **good job match** by bringing together the job seeker's wishes and abilities and the company's requirements
- ✓ **Transparency from the beginning** to avoid disappointments on both sides.
- ✓ **On-going support** from our job coach and a mentor inside the company.



THANK YOU

▶ VERY MUCH FOR YOUR
ATTENTION!

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