

GOOD PRACTICES MANUAL



2007

CONTENT

Equal Angel: Cooperation Model of the Accessible Environment for the Integration of the Disabled into the Labour Market	7
1. Application of the Principle “From Inside to Outside”	9
2. Skill Development Groups	12
3. Personal development groups	19
4. Participation of a Social Manager in Skill Development and Personal Development Groups	24
5. Work Thera	27
6. Communication in Informal Surroundings	31
7. Assistance for Adaptation in the Place of Work	36
8. Meeting Employers in Clubs	40
9. Implementation of the Co-operative Model in the Angel Project	44
Entering, maintenance, return to the labour market of persons recovering from mental diseases	47
1. The Assistant – “Angel” of a disabled person	51
2. Local System of Co-operation of the Partners (LSCP, LSWP in Polish)	56
3. Identification of Individual Resources of Final Beneficiaries	66
4. The group of support for the families of the f.bs – persons after a mental crisis	70
5. An integrated system of professional training courses connected with employment in tourism, for persons after a mental crisis, realized at the premises of a functioning recreation-rehabilitation object	75
6. Group psychological training and individual therapy, training in social skills carried out within Task 1/6 of the Project.	82
S.O.LE. – Strategie per l’Occupazione Sostenibile (Sustainable employment strategies)	89
Iniziativa Comunitaria EQUAL II PAIDEIA	105

**“S.A.P.H. NETWORK:
Systeme d’accompagnement pour personnes handicapées”
S.A.P.H. Network: support system for disabled**

**SHORT MANUAL
FOR THE GOOD PRACTICES GUIDE**

The program EQUAL is an initiative of European Communities that serves as a laboratory for testing and promoting new ways of fighting discrimination and inequality of all kinds existing in the labour market and experienced by both employed persons and those who are searching for a job.

The mission of EQUAL is to promote creation and testing of new methods for solution of social problems, and application of them in the labour market. EQUAL pursues more effective innovative employment policy and practice both at the national and EU level. International cooperation is one of basic principles of EQUAL, and it is its exceptional trait, providing an opportunity to exchange knowledge and to learn from successful practice of other partners, to create collaborative products and to absorb advanced practice of other countries.

Cooperation were among international partners – support system for disabled network (S.A.P.H. NETWORK: Systeme d’accompagnement pour personnes handicapées T.C.A. id. code 4393):

- Italiya – S.O.L.E. – Strategie per l’Occupazione Sostenibile (IT-IT-G2-VEN-002)
- Lenkija – Wchodzenie, utrzymanie, powrot na rynek pracy osob po chorobie psychicznej (PL-113)
- Italiya – Iniziativa Comunitaria EQUAL II PAIDEIA (IT-IT-G2-PUG-005)
- Lietuva – Atviros aplinkos neįgaliojo integracijai į darbo rinką kooperacijos modelis (LT-10)

Each partner of the international co-operation implemented an EQUAL project in its own country on the ground of the goals set by their projects and scheduled in activity plans. The recorded good practices present methods employed in the activities of each EQUAL project that have answered the purpose and became effective and bearing results; they can be transferred to another context for implementation of other institutions or in other environment.

The main purpose of the good practice manual is to provide opportunity of knowledge exchange, to learn from the successful practice of other partners and to absorb advanced practice of other countries.

Good Practices – solutions, products or processes adopted (emerged) during the implementation term of EQUAL project (or the basis for changes of social system were done) on purpose to create a new, achieve better or simplify existing elements of the social system.

Social system is understood as single structure with complex of integral elements, participants in function. Any change of any social element or it's part make influence on all social system. Therefore it is important to foresee the results of good practice, impact on the system in a long time period (3-5 years).

1. IMPACT AND INNOVATIVITY
<ul style="list-style-type: none">• <i>Describe what kind of products and processes made meaningful changes in the economic, social and cultural context.</i>• <i>Describe the innovative contents of the products and processes tested in the project?</i>
2. EFFECTIVENESS AND EFFICIENCY
<ul style="list-style-type: none">• <i>Explain why and to whom the innovative products and processes are effective and efficient.</i>• <i>Describe the results achieved at regional and national level.</i>

3. REPRODUCIBILITY AND TRANSFERABILITY

- *Describe if the innovative products and processes can be reproduced, adapted and transferred to other contexts.*

4. SUSTAINABILITY

What measures (such as agreements, protocols, additional public and private financing, marketing of tested models and products, provision of new facilities, etc.) will be taken to ensure the stability and continuation of the achieved results, in the mid and long-term, after the conclusion of the project activities and financial support?

**Equal Angel:
Cooperation Model of the Accessible
Environment for the Integration of the
Disabled into the Labour Market**

I Project details

Title: Equal Angel: Cooperation Model of the Accessible ENvironment for the InteGration of the Disabled into the Labour Market

Code: LT-10

Country: Lithuania

DP Leading Organisation: “Dokeda“ Joint-stock company Ltd.

DP partners:

1. Union of the Disabled of Kaunas Region;
2. Kaunas Labour Exchange;
3. Administration of the Governor for the Kaunas Province;
4. Confederation of Business Employers of Kaunas Province;
5. Kaunas Medical University;
6. Kaunas Construction School;
7. Kaunas Technological University;
8. „Mijalba“ joint-stock company ltd;
9. „Noriu darbo“ joint-stock company ltd;
10. Siauliai University.

II Project description

BACKGROUND:

Target group:

The target group of the project is the *disabled people*. People with slight physical disabilities, inborn or gained, will be involved in the project activities.

In the interaction of the disabled and these institutions, social workers – *mediators* – play a major role by motivating the disabled and providing support, by accompanying the disabled through all the phases of rehabilitation. This support is provided for the disabled till s/he feels comfortable in the labour market, realising one’s competencies and skills.

Employers who provided jobs.

Objectives:

To create an innovative model integrating all participants of the social system, the work with employers, training of the disabled and the institution of a mediator.

III Description of good practices

1. Application of the Principle “From Inside to Outside”

1. IMPACT AND INNOVATIVITY

1.1. Definition of life principle „From inside to outside“.

“From inside to outside” means that a person must start solving one’s problems from oneself. Not only from oneself – from one’s own essence, convictions, character and motives.

First of all it is necessary to transform oneself, and then to pursue all other apparent changes. For example, one should first learn to keep promises to oneself, and then start promising to others. It makes no sense to take care of the appearance of one’s personality before the inside – one’s personal character - is not taken care of. Relations with other people are poor, if one is on bad terms with oneself. It is hard to convince another person of something, if one does not believe in it oneself.

“From inside to outside” is a process of constant renewal based on natural laws of human development and perfection. It is a spiral growth: in the beginning a person becomes self-sufficient and then, by effective co-operation with others, he or she learns to achieve even better results. By observing people and their activities we could see that the outcome of the opposite widespread principle “from outside to inside” is unhappy people, helpless victims of environment, for their misfortunes blaming others

or circumstances instead of themselves. Unhappy married couples often want to make their spouses change, because they see his or her faults, but do not intend to change themselves. At work an employer often blames an employee for performing something wrong, but does not think that maybe it was him who did not explain the point of the task, and the employee shifts the blame to the employer without giving thought at what point he himself made a mistake. In addition to that often they depend on the opinion of the surrounding people. If the surrounding people rate them well, they feel comfortable, if they don't, they start defending themselves and making excuses. If they are emotionally dependent, they expect consolation and praise; if they are intellectually dependent, they want their ideas to be acceptable to others.

Basically for most people it is difficult to replace the principle “from outside to inside” by the principle “from inside to outside”, but it is important, if you want to achieve long-term and successful results, not only ephemeral accomplishments.

1.1. Application of the principle “from inside to outside” in the Angel project.

All the activities and training of the Angel project are based on this principle. Before engaging in their work, social managers first and foremost changed their own attitudes, convictions and conceptions. For achieving changes in their own inner world, in joint discussions they defined their mission, convictions and values, on the ground of which they later scheduled and implemented activities.

2. EFFECTIVENESS AND EFFICIENCY

2.1. Effectiveness of the good practice.

The effectiveness of the principle “from inside to outside” is best experienced by a person himself, but it is

also apparent from the outcome of his activities and good relationship with others. Such a person is not disposed merely to blame the environment or other people; he understands that results are achieved by his interaction with the environment. For example, while seeking employment he can take the initiative and seek it more actively or use methods that have not been tried yet, to develop one's skills and competences to be able to perform a desirable work or to change his inner attitudes springing from a negative viewpoint on the environment.

A responsible person first of all knows oneself and is aware of "what I am" and "what I seek in life"; therefore he consciously and positively strives to achieve one's goals. He is aware of his strong and weak points, competences and limitations, and on this ground and according to his potential he sets personal goals that he knows he can achieve.

He assumes responsibility for his actions and personally decides how to react to the environment. He does not justify his behaviour by blaming circumstances or conditions. His behaviour is the result of his own conscious choice based on values, and it is not determined by circumstances.

Confronted with problems a responsible person considers them as challenges and seeks for new possibilities. He constantly creates new ideas, new processes, new institutions and activities. He does not automatically perform the same processes all his life; he permanently moves on and often accomplishes innovative solutions.

2.2. Possible difficulties.

It is not easy to change and to accept the principle "from inside to outside" as a keystone of one's life and activity, since our society is dominated by the opposite prin-

principles – either the principle of inactivity and avoidance of changes, or the change “from outside to inside”. It is a long-term, consistent and persistent process instead of an effective but short-lived solution. Therefore at least in the beginning the existence and support of a group is very important. It is essential to have other people who would do it together with you, constantly encourage changes and help to evaluate them.

3. REPRODUCIBILITY AND TRANSFERABILITY

Since the good practice is the application of a universal life principle, it can be used in all contexts and activities of life. By its nature it maintains that if a person changes one’s inside, he will be able to change the environment in various situations: at work, at home, in public, in organizations, etc.

Therefore this principle can be applied both by people having different specific problems and by people living in different cultures and countries.

4. SUSTAINABILITY

Application of the principle “from inside to outside” has already changed lives of the people participating in the project, and positive changes will increase provided it is followed further on.

2. Skill Development Groups

1. IMPACT AND INNOVATIVITY

1.1. Demand of psychosocial help.

For many decades in Lithuania only medical help dominated, and psychosocial help was not provided for disabled persons as well as persons experiencing mental crises or confronting other problems, therefore an immense

demand for this sort of help is observed. This demand was confirmed by a research made by Dr Irena Gailiene on the professional demands and potentialities of the disabled of the active group of the participants of the project from the psychosocial (subjective) point of view and performed in the initial stage of the Project.

1.2. The procedure of running skill development groups.

Skills of the participants of the Project were developed by group training based on psychosocial attitude towards a person as a whole, and the training was arranged on the principles of neuro-linguistic (NLP) programming and Gestalt therapy. Thirty two persons participated in the training: 3 groups of 11 persons each. The program lasted 23 days, 6 hours a day. Participants of the groups met twice a week.

They performed various personal and group tasks attempting to acquire better knowledge of oneself and psychological stability, shared experiences and observations of oneself and each other, they could learn new things from these experiences and change one's point of view or models of behaviour.

1.3. Features of the skill development group.

There may be different activities performed during group training, depending on the goals of a particular group. In psychological practice there may be groups of personal development, skill development, groups of music or art therapy or other types of therapies. In a skill development group goals are sought via active efforts – by performing tasks and sharing experiences and new developments achieved during the performance.

The fundamental difference of this sort of development group from other groups is the process of integration into work. All practical tasks are oriented towards work, fu-

ture relations with co-workers and an employer, personal competences and reasoning skills. When attempting to start some activity and wishing to make it successful, first of all a successful scheme of this activity is created in one's mind, and then it is implemented. These competences to project, to consider, reasoning, to act with personal responsibility were developed in the group.

An important learning aspect is the performance of an action (task) in safe surroundings, among familiar and supporting people. Participants were allowed to try out new ways of behaviour, to observe how they affect the surrounding people, what emotions and reactions they bring about, because in everyday life people behave spontaneously and habitually, thus they often employ ineffective ways for communication and achievement of personal goals that bring about disappointment, and by constant recurrence these experiences diminish their motivation to start some activity, reduce self-confidence and trust in others.

1.4. Subjects of group training.

Skill development groups sought to help disabled persons to strive for psychological stability, individual transformation and social adaptation. In the training process the following subjects were taught:

1. Strengthening of self-confidence in the process of job hunting and placement (future interview).
2. Formulation of personal employment goals and strategies of their implementation.
3. Positive communication skills (hearing of another person and understanding).
4. Developing personal motivation.
5. Resolution of conflict situations and control of emotions.

6. Constructive and beneficial transformation of criticism.
7. Awareness and development of personal responsibility.
8. Preparation for an interview. Establishment of a positive contact.
9. Making up of curriculum vitae and introducing oneself to an employer.
10. Convictions, attitudes, their nature and transformation.
11. Laws regarding placement and social support of the disabled.

2. EFFECTIVENESS AND EFFICIENCY

2.1. Effectiveness of the skill development groups.

Out of 32 persons trained in skill development groups in the course of the project 9 were employed, 14 continued to attend a personal development group and were looking for a job, 9 were looking for a job with the assistance of a social manager or made a decision not to work for the moment. It shows that training in skill development groups helped at least one third of the people to gain strength and to motivate oneself by the fact that some people had been employed and were still working.

For 5 of all the employed participants it was the first job in their life, even though some of them are in their thirties. It means that because of various reasons they had not been ever able to enter any job, whereas by participating in the skill development groups of the Angel project they gained enough strength to be employed, and at present they still have the jobs.

In addition to that, after the training in skill development groups was concluded, 15 persons expressed their wish for further improvement and learning. Thus the effect of the group was to give an impulse, as it invites

people to take personal responsibility and take further actions for personal development and improvement.

These groups are arranged for stronger disabled persons who have motivation to search for a job, wish to prepare for this searching in a more effective way and are ready to take active actions.

Summarizing the responses of the disabled persons, trainers and social managers one can make a conclusion that most of the disabled persons in these groups learned:

- to express oneself more fluently and in a comprehensible manner;
- to communicate in a group, not to interrupt and to hear others;
- to hear what the other person is saying and to perceive it, even if opinions may be different;
- to develop the subject in common direction without straying from the point or getting caught at some point by some notion;
- to perceive the essence of the question and to give a concrete answer, without broadening on it too much;
- to assess one's own wishes, competences, limitations due to the illness and working skills more realistically.

They also:

- gained more self-confidence;
- learned to control emotions in conflict situations;
- became less sensitive to criticism;
- acquired more personal responsibility for their actions and decisions.

Relevant legal information, laws that are essential for a person wishing to be employed were introduced to the disabled participants too, so that employed disabled persons could inform their employers on existing possibilities and rights. This knowledge and information helps a

person to defend one's rights and to seek vested conditions.

2.2. Examples of Good Practice

Antanas. When he came to the project in the beginning he "on the rational level rated himself low", basing this on the fact that with a background of higher education for ten years he had not been able to find a job", thus "any rating didn't make any sense". He was troubled by uncontrolled mimes of his face, especially in stressful situations, when something unexpected or unplanned happened. He used to spend his time alone, as he didn't have any friends, only occasional conversations with some familiar people.

In the survey after the training he wrote that the most important thing for him was "to communicate openly with people and to learn to control my emotions. I realised that we all were different". In the opinion of the mediators, "his communication became smoother; the person felt easier and more self-satisfied."

Jolanta. When she joined the Angel project she was considering herself "an inferior person" because of her disability. She thought that healthy people are a lot superior to the disabled, especially in the labour market. She said: "When I don't think about it, my state of mind is good. I feel satisfied with my life because I don't have any other." Motivation for employment was not high; an attitude dominated that employers would not employ a disabled person since it is a very big responsibility, even though this attitude was not confirmed by personal experience.

Her trainer told about her: "She is good-natured, altruistic, intellectual and responsible. However, her self-confidence is not sufficient and she is inclined to belittle

herself.” Thus both the participant and the people communicating with her agreed that she lacks self-confidence.

In the survey after the training the participant wrote that she had gained more self-confidence: “I realised the way other people see me, how I should communicate with others by speaking out my critical thoughts and by reacting to other experiences with my own experiences.” She continued to attend the group wishing to learn more about oneself and to gain more strength. She told that her relation with her daughter had improved, and in half a year after the training she herself found a job that she liked.

3. REPRODUCIBILITY AND TRANSFERABILITY

Skill development groups could be arranged for other socially vulnerable groups of people: single mothers, teenagers after leaving children’s home, family members of disabled persons, etc. Most problems of these people are similar since they emerge from negative experience of communication with healthy people, rejection, under-rating of themselves; therefore this good practice would serve for solving these problems.

One more possibility is to apply the good practice in other regions of Lithuania, since basically the situation of placement of disabled person in other regions is the same as in the region of the implementation of the Angel project.

4. SUSTAINABILITY

4.1. Measures and actions to be taken to anchor this solution in the social system.

Associations and societies of the disabled could arrange such groups, or by existing bodies the aims of which are relative to placement.

After the conclusion of the project Angel, the accumulated experience and the model created on its basis will be suggested to the Ministry of Social Security and Labour. It is expected that this model will be integrated into the existing organizations, or on its basis new organizations or their subdivisions will be established.

3. Personal development groups

1. IMPACT AND INNOVATIVITY

1.1. The demand for a personal development group.

Those participants of the project who after conclusion of the skill development groups still wanted support, did not feel strong enough and wanted to gain inner strength were allowed to participate in a personal development group. These participants were not strong enough to be employed in the open labour market and to stay in the job on their own. First of all they needed to gain psychological strength and to decide what they really wanted in life. Often a person with a disability for many years, especially since young age, was protected and carefully nursed by parents, therefore he or she has developed a certain dependence on the surrounding people and a low degree of self-support – an awareness of one's own wishes, energy and abilities.

This group was arranged at request of the disabled persons themselves.

1.2. Features of a personal development group.

Group work is effective, because a small clubby model of a society is created, the members of which are closely connected and therefore in the interaction of the participant's typical convictions, attitudes and models of behaviour manifest themselves.

Like in a skill developing group, the same people meeting continuously and sharing their experiences create a safe environment in which the participants of the group can trust each other, be convinced that their secrets will not leak, feel support and be able to change.

In the working process of this group more attention was paid to self-awareness, searching of one's own personal problems, empowering to know oneself, to perceive problems and to find resources within oneself to deal with them. The most important acting tool was bringing up and revealing one's problems deliberately, and by coming through them again to search for new ways of resolution.

It is not easy to touch one's roots and sores. Neither it is easy to change one's behaviour and habits. Since the identity problems developed over a long span of years, it takes a lot of time and personal efforts to discover and change them; therefore a personal development group is a long-term therapy. In the Angel project it will last for about one year.

1.3. The procedure of running a personal development group

Participants of the group meet once a week and work together for 5 hours. One of the conditions for participation in the group is regular attendance of the sessions without skipping them or coming late. Thus it is made sure that each person participates in all the processes. A rule of confidentiality was observed to enable every person to feel absolutely safe.

While sitting in a circle the participants share the experiences of the previous week, what personal behaviour or convictions hinder and provide most problems at the moment. Later, having selected the most relevant ques-

tion for the whole group of the moment they thoroughly analyze it.

Sometimes tasks given by the trainer help the participants to go back to their childhood or family and to find automatically obtained factors that are influencing their lives.

1.4. Difficulties confronted in the group.

Unfortunately we kept confronting with the problem of careless attendance, since the participants would sometimes skip sessions and would not inform beforehand about their absence. In the beginning there were about 15 people wishing to participate in the group, but later about 11 persons attended the sessions.

2. EFFECTIVENESS AND EFFICIENCY

2.1. Efficiency of the personal development group.

The practice showed that disabled persons also need psychological help and safe environment in which they could trust each other, open up and change. According to the disabled participants of the group, the group sessions change their behaviour with the family at home; build up a more positive attitude towards oneself, towards looking after one's needs and taking care of oneself. The group permitted to get a glimpse of the notion that the disabled have similar feelings, problems and fears, and it gives hope that they are not lonely and helpless facing the surrounding world, but also demonstrated that healthy people confront with similar personal problems too, and that every person must make personal efforts to deal with these problems. Group training provides conditions to hear different experiences and various ways of resolution applied by other people.

The most beneficial effect of this practice is the growing personal awareness of a participant, who starts taking personal responsibility. Having gained inner strength, a person may change one's environment, relations with others and dissatisfying conditions. A sufficiently conscious and responsible person does not demand the environment to change but takes responsibility upon oneself and strives to change it by one's actions. Such person would not need an assistant since he or she would be enabled to act positively and to find a suitable job by oneself.

Often the disabled participants of the Angel project, having received support and achieved personal effect, are very eager to share this opportunity of support with other fellows of their fate. Only after trying it themselves and basing on their own positive experience they dare to invite other people of the same fate to participate in this project, as they are convinced that their friends will not be "abandoned".

2.2. Some responses of the disabled persons on the training and their desire to continue it.

"...amazing result, since I haven't acquired any academic knowledge, but perceived all the teaching with my heart; the outcome of this is my different thinking and behaviour..."

"I realised I am no worse or better than others, that I am not abnormal if I have my own values and convictions different from others...I like to feel good, and only here I learned how to achieve it..."

"...I forgot that I am "disabled"... I changed my behaviour at home and everywhere else..."

"...There is nothing bad to express one's opinion on a certain phenomenon and it does not mean that it should hurt another person..."

“...I could be myself... to step aside, see myself and make conclusions... to realise myself; I could feel wanted and important... I learned to think positively... to get rid of the feeling of fear...”

2.3. Difficulties of the personal development group.

Nevertheless working in a personal development group is not easy, and its effectiveness depends on motivation and efforts of the participants. The obstacle of high effectiveness is *defensive mechanisms* influencing a person from within and manifesting as fears and blocking of processes. Due to this people do not open up completely even if they realize that changes are necessary, they find various reasons to avoid positive actions. It is characteristic not only of the disabled, but also of all other people.

One more hindrance on the road to transformation was *parents of young participants* living together with them. For their own psychological safety they are inclined to maintain the usual order at home and the same relationship with their disabled children, therefore, irrespective of the fact that the participant attends a group therapy, he or she is too weak to change the settled dependence on one's family and prevailing mutual relations.

3. REPRODUCIBILITY AND TRANSFERABILITY

In Lithuania personal development groups are run as a psychological practice, however, more often they are attended by persons with mental disorders or by those who want to deal with their personal psychological problems. Such groups were never arranged specifically for disabled persons. Thus personal development groups could be arranged for groups of people with specific problems, if there were a desire to seek internal transformation instead of making external alterations.

The practice of personal development groups can be extended and applied in other Lithuanian regions, since essentially, from the point of view of placement of disabled persons, the situation everywhere is the same as in the region in which the Angel project is implemented.

4. SUSTAINABILITY

4.1. Measures and actions to be taken to anchor this solution in the social system.

A personal development group, as well as a skill development group will be included among effective aids for creation a model of integration of the disabled into the open labour market, and submitted to the Ministry of Social Security and Labour. It is expected to be applied for supporting psychologically weaker disabled persons.

4. Participation of a Social Manager in Skill Development and Personal Development Groups

1. IMPACT AND INNOVATIVITY

1.1. Demand for participation of a social manager.

A demand to participate in a group was expressed by both the disabled participants wishing to know the social managers and by managers themselves in order to know the participants of the Angel project.

1.2. Participation of a social manager in groups.

The experience showed that participation of a social manager in group sessions of the disabled participants – both in skill development and personal development groups – was a mutually beneficial practice. In the Angel project all social managers participated in several sessions

of skill development. They got acquainted with the participants of the group, performed the tasks and interacted with others. By common agreement between the disabled participants and social managers one social manager was constantly present in all sessions of the personal development group. He or she participated as an equal member without any privileges. He or she also performed general tasks, shared his/her observations on the group work and emerging problems. Occasionally in the sessions of the personal development group he or she disclosed his/her weak points and members of the group could help him/her. In this way disabled participants could realize that healthy people are not devoid of personal problems hindering their life.

The participation of a social manager and joint performance first of all establish a stronger bond with the disabled people, destroy the stereotypes that the disabled and “healthy people” are so very much different. In addition to that, it is important to participate with these people in as much diverse activity as possible. It helps to know them better and to disclose their strong and weak points; a skill development group is one of such possibilities. In this group a social manager can both learn new ways of behaviour and be an example for the disabled participants to develop their skills.

For a social manager it is worth participating in a personal development group since it provides better knowledge of common problems of the disabled people, to know individual characters, to open up and create an atmosphere of trust and parity. He or she could share one’s own life experience and wisdom with the participants. Both the disabled and healthy people change their attitudes towards each other while communicating and working together in a personal development group.

2. EFFECTIVENESS AND EFFICIENCY

2.1. *Efficiency of the good practice.*

When estimating the efficiency of the participation of a social manager in groups one can base on the opinions of the manager, the other participants of the group and the trainer. All of them rated the participation of a social manager as a positive practice. In their notes they distinguish the following advantages and changes:

- A trust-based relationship is established between social managers and the disabled participants.
- Stereotypes about “healthy” and disabled people are changed.
- The disabled gear up and engage more actively in the group work.
- A social manager gains a better understanding of the problems of disabled people.

One of the main goals and effectiveness of participation of a social manager in these groups is the establishment of mutual trust. Trust is earned by spending together as much time as possible, therefore not only formal meetings, but also joint activity is necessary both in informal surroundings and during group work.

2.2. *Possible difficulties.*

We have noticed that group work went smoothly, however it is possible to foresee one negative aspect of the participation as well – disabled persons may be more in-drawn and may not disclose their acute problems wishing to appear more presentable, stronger, etc. However the experience of other groups showed that this withdrawal and self-defence along with desire to present oneself as better declines in the course of time, and it is likely that after some time, when the participants of the group and the social manager get used to each other, this obstacle should disappear.

3. REPRODUCIBILITY AND TRANSFERABILITY

This sort of good practice could be transferred to another context by introducing the participation of a social manager in various spheres and activities connected with the well-being of any person searching for a job. There is one more good practice applied by us – meetings with a disabled person in informal surroundings.

This good practice could also be extended and applied in other regions of Lithuania, since essentially, from the point of view of placement of disabled persons, the situation everywhere is the same as in the region in which the Angel project is implemented.

4. SUSTAINABILITY

4.1. Measures and actions to be taken to anchor this solution in the social system.

If the activities suggested by the Angel project are continued further and an institution of a social manager is established, then the participation of a social manager in groups of disabled persons should be continued since it intensifies the efficiency of their work and the relationship with disabled people.

5. Work Therapy

1. IMPACT AND INNOVATIVITY

1.1. Demand of work therapy

In actual situations a lot of people who had claimed they could work with a computer realized that their skills are not sufficient for a proper performance. Most of them had attended basic courses on computer literacy years or months ago, but being not able to use it regularly they have not developed necessary skills and forgot much of

it. Realization of this and a desire to work inspired a lot of them to attend courses on computer literacy or to use the computer more often, and to develop their skills themselves or with the help of mediators.

In various organizations courses on computer literacy do not last long, they provide the basics, and most of disabled people don't have an opportunity to use computer at home and to develop skills that are extremely relevant in the modern labour market. Also, when studying in bigger groups, disabled persons very often are too shy to ask seemingly silly and elementary questions.

After the course the disabled participants improve their computer skills with the help of social managers. Thus they are involved in the search of jobs on internet web-sites and read ads themselves.

1.2. Development of work therapy

Work therapy is one of the forms of psychosocial rehabilitation. Work therapy gives a disabled person a chance to progress and improve continuously by creating conditions to obtain as much independence as possible and to acquire skills necessary for future.

It is important that a social manager can answer their questions and teach them things they do not know, because usually in the learning process there is only one person, and he or she gets all the attention of the social manager. He or she can ask questions without feeling embarrassed. A social manager can teach elementary basic computer programs (MS Word, Internet) that are necessary for daily use.

For such sessions a separate room equipped with a computer is appointed. A social manager should also have sufficient knowledge and patience and to be able to explain things.

2. EFFECTIVENESS AND EFFICIENCY

Skills of the disabled people do not disappear, there is no need for additional resources to arrange courses on computer literacy; and here they satisfy their individual communication needs. Not every person can use a computer at home; therefore, at a fixed time one can come and use it here. The participants learned to use job searching websites on the internet, to use e-mail and search for other relevant information. They have created their own CVs, keep them updated and send out to employers.

Learning together with a social manager provides mutual benefit:

- A person improves and consolidates one's computer knowledge.
- A more substantial contact with the social manager is established.

It gives opportunity to penetrate into the qualities and behaviour of a person in adequate situations: how he or she behaves in tricky situations? Does he or she dare to ask? Is he or she patient and motivated to learn? Is he or she able to master knowledge? Does he or she strive to be independent or want the assistance of a social manager instead? All this information permits to presume and model situations how the person may behave in a future job. A disabled person realizes that in a job, when a task is not clear or any difficulties arise, he or she can always ask too, because only by asking questions one can improve.

Work therapy helps to feel personal responsibility for achieving one's own set tasks, new acquired skills provide self-confidence. Attempts to master computer skills let the disabled person feel personal satisfaction, give trust in one's potencies, and strengthen the awareness of one's worth. All these factors condition stronger motivation to search for a job.

Work therapy cultivates self-knowledge and with the increase of independence positive feelings for oneself develop.

The aim of work therapy is to achieve the independence and ease of a personality. When there is enough confidence gained to overcome the present imperfections as independently and consistently as possible, with as much responsibility as possible, then there is a similar way to overcome new problems emerging while searching for a job and acquiring new skills. One would not lose courage facing new difficulties.

Difficulties:

Sometimes difficulties arise due to the reluctance of disabled people to perform their duties themselves (writing of a CV and motivation letter). The reasoning is that a social manager can do it quicker and in a more professional way. Often it must be explained to a disabled person that such simple tasks will help him or her to improve their skills and knowledge.

3. REPRODUCIBILITY AND TRANSFERABILITY

There may be different kinds of work therapy to be engaged in together with a disabled person, like attending various additional sessions for acquisition of new skills. Participation of a social manager in a session provides the person support, assistance and understanding. The type of work therapy can be chosen to his or her liking.

Work therapy can also be applied to any other group of people with lower chances to enter labour market (persons from imprisonment institutions, single mothers, etc.) In this way new skills are acquired or old skills improved that help the person to gain strength and to enter labour market more successfully.

4. SUSTAINABILITY

4.1. Measures and actions to be taken to anchor this solution in the social system.

Work therapy is often arranged for rehabilitation and occupation purposes. This kind of work therapy is oriented towards maintenance of skills and more substantial contact. This method will be suggested in the created model of integration of the disabled into the open labour market. The Ministry of Social Security and Labour of the Republic of Lithuania will also be suggested to apply this practice in the social work with the disabled people. There is a possibility for organizations regularly working with disabled individuals to apply this method for employment-oriented persons.

6. Communication in Informal Surroundings

1. IMPACT AND INNOVATIVITY

1.1. Demand for communication

In the first meeting a social manager gets acquainted with the customers and provides information on the possibilities of their mutual communication. It is beneficial to communicate with a person in as diverse surroundings and situations as possible (e.g. in a job interview, at home, in the office of the social manager, in town, etc.), since in this way different features of one's character show up or even problematic reactions appear when one's sensitive spots are touched. A meeting can take place anywhere, where the disabled person wishes, where he or she feels best, at ease and safe while speaking about oneself. It can be his or her home, a park in warm weather, a stroll around the Old Town, a time spent in a café, etc. The meeting place also depends on the type of the disability, his or her mobility and likings (something that one does with

pleasure). The subjects for conversations are not limited, they depend on the situation. When a conversation is not confined only to the matters of a job, people understand each other much better.

Communication may be encouraged by accompanying a disabled person to a certain place he or she must go to and in which the assistance of a social manager not only as a professional can be very useful (e. g. to see a doctor, to go shopping).

1.2. Features of informal communication

It is very important that both a social manager and a disabled person wanted informal communication and agreed on mutually suitable forms. The main condition for informal communication is willingness. Willingness to meet, to speak, to open up, to confide. In any case the efforts of a social manager should be as invisible as possible to prevent it from formal performance of one's duties, so that the other person would not feel interrogated. During the conversation a social manager open ups as well, to a certain extent shares one's experience and life, and thus a mutual connection is established which consist of much more than mere collection of information on the disabled person.

2. EFFECTIVENESS AND EFFICIENCY

2.1. Effectiveness of informal communication

Meetings of this sort provide opportunities to know a person in informal surroundings or in his usual everyday life.

In informal surroundings a disabled person speaks more openly, he or she relaxes, discloses his or her daily concerns. Thus a closer relationship is established, a social manager can better know the customer. A disabled

person is morally satisfied since he/she feels important, gets attention; he or she starts trusting other people.

Informal communication is the foundation on which sincere and open relationship with another person is built, and it encourages the disabled person to trust others, to ask for help, to believe that he or she will be understood and to hear an outside opinion about oneself, to discuss and to search for solutions. It is very important for people who have communicated only with their own family or fate fellows for a long time, who have felt isolated from the day-to-day life of the society. They will need communication skills while working with their own customers, co-workers, bosses, etc.

Both a social manager and a disabled person better open up for each other. The manager has more chances to notice and learn more about the person and his/her abilities to manage life situations, while the disabled person gains more confidence in the social manager. In a conversation a disabled person can naturally disclose one's fears and misgivings related to employment and other personal problems affecting his working activity.

Informal communication helps to develop good interpersonal relationship creating a perfect atmosphere for further communication. It builds confidence in the social manager who accepts the person for who he or she is, with faults and virtues. The best chance to establish such relationship lies in informal surroundings. Communication in informal surroundings makes it possible to establish a relationship of friends, of equal companions, instead of a relationship between a professional and a customer. Human relationship is always stronger than a relationship based on merely professional attitudes. Placement is not always the goal of such relationship; first of all attention is focused on social and psychological problems existing

in the environment, then practical assistance is provided and the person gains overall strength.

When a disabled person trusts his/her social manager, an informal communication helps to solve emerging problems of the disabled person that he or she cannot share with anybody at home, and it is the social manager who can hear them and express his or her opinion as an impartial person.

Feedback

Continuation of informal communication sprang from the feedback of the disabled participants themselves, after communicating with them in informal surroundings. They were satisfied with the meetings, left them in an uplifted mood, later they more often called up the social manager themselves and more resolutely asked for help or put more efforts to sustain the communication and the meetings.

Difficulties:

Disabled people often communicate in a closed circle of persons where they have unvarying communication rules that limit communication with people they don't know. Disabled people are rarely inclined to open a conversation or to establish a contact with strangers. It was noticed that due to fear or lack of comfort sometimes their communication is tactless – they harshly ask for information, give short and incomprehensive answers or, on the contrary, keep talking without answering the questions in principle. It is natural that a disabled person may even avoid speaking openly.

3. REPRODUCIBILITY AND TRANSFERABILITY

Informal communication and meetings can be practiced in various spheres of social activity. In social work

with children, women, victims of prostitution. A social manager must empathise with another person, understand his or her situation, and speak on various subjects. Such communication helps to see a person in different aspects and solve the emerging problems in integral manner.

For institutions working on the placement of disabled people it would be advisable to apply the practice of communication in informal surroundings for better knowledge of their customers, for strengthening the relations between personnel and the customer, thus the employees would be more competent to solve the placement problems of a disabled person. That would help the office worker to notice the placement problems of a disabled person wishing to be employed, and, most important, would help him or her to change the convictions preventing to do so.

This good practice could also be extended and applied in other regions of Lithuania, since essentially, from the point of view of placement of disabled persons, the situation everywhere is the same as in the region in which the Angel project is implemented.

4. SUSTAINABILITY

4.1. Measures and actions to be taken to anchor this solution in the social system.

This method will be suggested to the Ministry of Social Security and Labour of the Republic of Lithuania to be implemented in the social work with the disabled. For institutions working on the placement of disabled people it would be advisable to apply the practice of communication in informal surroundings for better knowledge of their customers, for strengthening the relations between personnel and the customer, thus an employee would be more competent to solve the placement problems of a disabled person.

The office worker would easier notice the placement problems of a disabled person, and, most important, would help him or her to change the convictions preventing to do so.

4.2. The stability and continuation of the achieved results after the conclusion of the project activities and financial support.

The stability of this practice will stay individually in every person who has acquired self-confidence and trust in the surrounding people, and it would let him or her integrate into the labour market more easily.

7. Assistance for Adaptation in the Place of Work

1. IMPACT AND INNOVATIVITY

1.2. Demand of support during the interview with an employer:

When sharing their experiences of job hunting disabled people often complain that after an interview the employer rejects their offer even though in their own estimation they meet all the requirements and do not understand why they were rejected. It is important to notice and be aware of the reasons why a person's presentation does not appeal to the employer. Then by identifying one's own weak points the person may improve and introduce changes into his/her attempts to achieve set goals.

1.2. Supporting a disabled person during the employment process.

In search for jobs fit for disabled persons employers are being called up and talked to. If an employer is looking for an employee and is interested in our proposed candidates, the date and time for a meeting between the em-

ployer, the employee and the social manager is arranged. If the disabled person wishes, he or she is accompanied to the meeting in order to provide psychological support and also to observe him or her during the interview, to see what he or she is good or not so good at.

If the offered job suits for the disabled person and both he and the employer agree to give it a try, but he or she does not feel sufficiently strong and resolute and he or she needs support, then the social manager agrees to support him or her in the beginning of the probation and to stay with him or her for a few hours or even the whole day. In this manner a safer environment for a new beginning is created and the disabled person feels stronger, since there is at least one familiar person in the new environment.

1.3. Work with more independent persons.

If a person feels sufficiently independent and able to manage new and untried situations, his needs are taken into account and he goes for an interview with an employer or first probation days alone. Then after the probation the situation is discussed – what went smoothly, what the most difficult part was, how he felt and what, in his opinion, was successful.

1.4. Support at place of work.

After the person is employed and works for a while in a new job, it is important to visit him/her there, to see how he or she is doing, how he/she manages to perform work tasks, and if he or she has got used to the new environment and considers it friendly. It is important to notice how he or she communicates with co-workers and how they treat him/her. If there is an opportunity, it is very useful to talk to the co-workers and to learn their opinion of their new colleague.

2. EFFECTIVENESS AND EFFICIENCY

1.1. Responses of the disabled people

Persons that were accompanied to the place of work for an interview with an employer considered it as a great support and a backup. After experiences in health institutions and state offices more sensitive people feel scared and unconfident, fearing people of higher positions because very often officials behave superiorly. Thus accompaniment to the employer reinforces their positions; they feel more resolute and stronger. Later, having realized that they can perfectly represent themselves, they gradually gain self-confidence and self-reliance to go alone.

1.2. Assistance of a social manager

If during an interview a disabled person lacks argumentation, a social manager may add relevant information. The manager can also express one's opinion on the person by emphasizing his/her qualities required for the particular job and of which the person may not be aware himself.

1.3. Impact to the improvement of disabled persons

Disabled people accompanied by a social manager have an opportunity to visit more jobs. Having tried various operations they better realize what their physical abilities allow them to do. Thus in safer conditions and having tried more opportunities they can match their wishes to the abilities. It is important to provide them with the possibility to choose.

3. REPRODUCIBILITY AND TRANSFERABILITY

This good practice – accompaniment of a disabled person – could be applied for visiting various institutions, e.g. a health centre, evaluation of disability and employ-

ability office, various social bodies. It would strengthen their resolution to manage different situations in various institutions.

It is possible to accompany not only the disabled, but also people from other multi-problematic groups.

This good practice could also be extended and applied in other regions of Lithuania, since essentially, from the point of view of placement of disabled persons, the situation there is the same as in the region of implementation of the Angel project.

4. SUSTAINABILITY

4.1. Measures and actions to be taken to anchor this solution in the social system.

Existing organizations or labour exchange do not provide this type of service, therefore the support by a social manager at place of work could be continued after introducing such position, or this particular function should be assigned to some staff of the labour exchange. The continuation of this good practice is also foreseen in the model of integration of the disabled into the open labour market offered by the Angel project.

4.2. Stability and continuation of the achieved results after the conclusion of the project activities and financial support.

All participants of the project who were employed through the mediation of social managers and received support for adaptation at places of work are still employed in these jobs, and it is believed that they will work in future. Thus this practice yields long-term results.

8. Meeting Employers in Clubs

1. IMPACT AND INNOVATIVITY

1.1. Club activities

There are various clubs (Rotary, Lions, Executives Club, Young Executives Club) operating in Lithuania, in which people of various specialities and professions cluster together united by continuous learning, mutual understanding, trust and determination to help others.

The main condition of establishing LIONS clubs is clustering of people of as diverse specialities and professions as possible that are united by mutual understanding, trust and determination to help others. The club focuses particularly on moral and social state of the community, supports the weaker ones, etc. Rotary club follows the ideal of service and implements humanitarian projects, cultivates and promotes moral principles in professional activity, understanding between different countries, good will and peace.

All clubs have different goals; some of them give priority to sponsorship, while others focus on professional activities or knowledge gain. Most members of the clubs are employers.

In co-operation with these clubs meetings between members of the clubs and social managers were arranged for providing extensive information on possibilities and benefits of employment of persons with physical disabilities. The most convenient for the participants time was set and information “Support to the disabled is a gain for the employer” was presented along with other data on the project activities and possibilities. A brief presentation was made on the nature of disabilities and the potentialities to work with one or another kind of disability, because often employers stick to a stereotype that a disability makes a person an inefficient employee.

Employers - members of this sort of clubs that focus on the aid to weaker ones – are open to innovations, follow new ways of rendering assistance, and in the case of employment of a disabled person a two-way benefit is gained. They accept new suggestions and ideas and try to employ them.

2. EFFECTIVENESS AND EFFICIENCY

Most of the members of these clubs know or have heard about laws promoting integration of the disabled, however only few of them have come across actual instances.

2.1. The advantages of meetings in clubs

In an office an employer often is too preoccupied with other matters, the working day is busy, and it is difficult to give due regard to the information provided by a social manager. Meetings in clubs give the employer an opportunity to relax, to focus on the presented information, because he knows what subject will be introduced and what points are relevant to him.

During various conferences of employers a person usually appears in the role of a passive listener, since the environment is new, there is a lot of new people and a huge flow of information. Often presentations are merely demonstrative. In conferences people share experiences, but discussions bringing clarity and awareness rarely develop.

Meetings in clubs for introducing information on employment of disabled persons give chance to examine every relevant point. Social managers can explain any legal aspect and practical sides of the matter, as in the process of helping to place a disabled person they often find themselves in different situations. What should one approach to if one wants to employ a disabled person?

What tax exemptions are due for the employer, and what are the grants for the employee? How to adapt the working place for a disabled person? The questions may go on and on. During a meeting a social manager can answer all these questions, model situations and discuss possible difficulties.

Meetings in clubs make sense, because a lot of employers gather in one place at one time. Familiar surroundings enable to relax and to accept new information more easily. Instead of only one employer the information is presented to a group, thus time is saved. After the presentation people of similar interests engage in a discussion, and here the most relevant points are explored.

2.2. The change of the attitude of employers

Employers realize that disabled people can be excellent employees, when social managers give amazing practical examples of those who sought employment and now work efficiently having found their place in the labour market. These people much more appreciate their job and are much more loyal to the enterprise. Such examples help employers to see different situations, change their attitudes and estimate the efficiency of a disabled person from a different angle.

After some time interested employers approached social managers of the project seeking more details on the employment of disabled persons for immediate or future employment, after a working place is created for him or her. Some employers called up and informed about vacant jobs suitable for disabled persons.

Since clubs are attended not only by employers and businessmen, the spread of information enables to broaden information channels among other intellectual, wise and spiritual people who pass over the information on possibilities to employ a disabled person in their own milieu.

3. REPRODUCIBILITY AND TRANSFERABILITY

Most of these clubs regularly help weaker groups of the society, i.e. children deprived of parents' protection, by committing support for essential needs of the children, and implementing programs for solution of problems facing young people.

This good practice can be extended and applied in other regions of Lithuania, since basically the situation of placement of disabled person in other regions is the same as in the region of the implementation of the Angel project. In other regions representatives of the labour exchange could arrange meetings in employers' clubs and introduce relevant information regarding possibilities and benefits of employment of the disabled and other problematic groups of the society.

4. SUSTAINABILITY

4.1. Measures and actions to be taken to anchor this solution in the social system.

Existing organizations or the labour exchange dealing with employment of the disabled leave employment matters to the responsibility of employers and the persons wishing to be employed.

This method will be suggested to the Ministry of Social Security and Labour of the Republic of Lithuania to be implemented in the work with disabled people. Labour exchange and institutions dealing with employment of the disabled should inform employers in ways acceptable and convenient for them, since employers themselves do not show interest in the grants for disabled employees.

9. Implementation of the Co-operative Model in the Angel Project

1. IMPACT AND INNOVATIVITY

1.1. Diversity of institutions

In Lithuania there are numerous state and social institutions that take care of the development, rehabilitation, occupation and employment of the disabled, but these organizations have been working separately, without pursuing common contact points. Each organization has its own viewpoint on the problem, old attitudes and convictions, limited knowledge and resources for the resolution of this problem. They have been implementing the program of integration of the disabled into the labour market separately and in segments. These institutions only fragmentary experienced joint efforts. All this conditioned poor situation of the disabled in the labour market of the country.

In order to deal with the problems of bringing the disabled back to the labour market working groups were created uniting representatives of organizations of different levels and character:

- Four business organizations.
- Three state institutions.
- Three Lithuanian universities.
- A vocational school.

The project made it possible for organizations of different experience and character not only to discuss, but to find common directions in real activities seeking the goal of the project, and to realize mutual potencies, to maximise internal and external resources of the organizations.

2. EFFECTIVENESS AND EFFICIENCY

2.1. The following positive tendencies of co-operation emerged in the activities of the project:

1. Organizations that so far had lacked manifestations of a dialogue – ability to communicate and co-operate positively - were united by the project.
2. There were conferences and regular meetings of the partners arranged in the course of the project, where it was possible to share the knowledge and experience of organizations of different domain and character. The partners were encouraged to learn from each other, and to change old viewpoints, stereotypes and attitudes that can be transformed only through experience. E.g., institutions that had been following merely medical concepts acknowledged the importance of psychosocial aspects, and vice versa. In the course of the project, having faced actual needs of the disabled and real instances of their life, all partners gained new practical experience on health, psychosocial, professional and life problems of the disabled and acquired skills to solve them. It broadened comprehension and awareness of the potentialities of the disabled. This led to the holistic conception of a human being and an integrated assessment of a disabled person. Such co-operation enabled to cover and evaluate the needs and problems of psychosocial adaptation of the disabled in a comprehensive manner.
3. The partners had to learn to work together: to hear and try to understand each other, to express one's opinion and to discuss. In the course of the project partners learned to communicate and to co-operate, to work together efficiently.
4. Everyone was convinced that it was not formal discussions but teamwork (joint activities) that provided expe-

riences of new quality. The teamwork promoted inter-institutional dialogue that is assuming acceleration and we expect it to continue after the conclusion of the project. In the course of the project partners were convinced that better solutions are found and innovative ideas originate when working in a team. Participation in the project disclosed teamwork potentialities and broad perspectives that had not been explored yet.

5. Due to the experience of the teamwork the partner organizations have “grown up” in their expertise, and this serves as a stepping-stone for a new qualitative level of the organizations and a new quality of performance.

3. REPRODUCIBILITY AND TRANSFERABILITY

This co-operative model can be applied in all other groups of people receiving extra support in the labour market, e.g. long-term unemployed persons, employable persons of pre-pension age, young people, single mothers, etc.

4. SUSTAINABILITY

Following the example of this good practice the Ministry of Social Security and Labour of the Republic of Lithuania will be suggested to implement the model of co-operation in the development of the functioning of the social system.

**Entering, maintenance,
return to the labour market
of persons recovering from
mental diseases**

I. Project Details:

Title: “Entering, maintenance, return to the labour market of persons recovering from mental diseases”

Code: A0340d2

Country: Poland

DP Leading Organization: Starostwo Powiatowe¹
in Suwałki

DP Partners: DP Entering, maintenance, return to the labour market of persons recovering from mental diseases

Description of Good Practice

worked out by

**The Center of Support for Persons Suffering from
Mental Disorders in Lipniak**

II. Project Description:

Target group:

The task is directed towards persons after mental crisis from the area covered by the Development Partnership, who:

1. Still perform their jobs but have fears about the future of their professional work because of their disease;
2. Either would like to return to the jobs lost as a result of their disease or have not been employed before.

Objectives:

1. Creating the system of supporting the final beneficiary and his/her family;

¹ Starostwo Powiatowe is an institution co-ordinating the work of a self-governmental unit of administrative division of the country – powiat. Poland is divided into 16 big units called voivodeships – województwa, and they are divided into poviats – powiaty, which in turn are divided into communes – gminy.

2. Working out mechanisms leading to employing the beneficiaries.

a) Direct objectives:

1. Working out a new model of work in a given milieu/environment with persons after a mental crisis as far as their difficult life situation is concerned, the situation being the result of problems connected with the discrimination of this group and no equality on the labour market.
2. Neutralizing the social exclusion and marginalization and also the development of social pathologies.
3. Supporting the person after a mental crisis and his/her closest milieu in the process of professional and social rehabilitation and in the process of undertaking a job and maintaining the employment. The final beneficiaries were divided into three basic groups:
 - employees;
 - persons who lost jobs because of their disease;
 - persons who had not undertaken jobs because of their disease.
4. Working out the procedures and standards of the beneficiaries' maintenance in the milieu/environment.
5. Improving the living standards of the final beneficiaries.

b) Indirect objectives:

1. Diminishing unemployment among persons after a mental crisis thanks to the constant support offered by the Assistants;
2. Lowering the social costs connected with frequent long stays in hospitals;
3. Changing the state of the F.Bs' awareness towards the system of social care.
4. Increasing the state of activity of social services in their taking care of disabled persons;

5. Working out and promoting an individualised attitude towards the clients of social care;
6. Greater engagement of the families and milieus in which the F.Bs live in undertaking activities directed towards the return of persons after a mental crisis to “normal” life.

Achieved results:

1. Suitable candidates for the Assistants of the F.Bs were selected by a qualifying commission including a psychologist, a professional advisor and a specialist of social work;
2. The programme of training courses for the Assistants was prepared. The training course was carried out, entitled: “The Assistant of a Disabled Person – the Support at the Workplace Offered to Persons after Mental Diseases. “The course offered a complex preparation for the role of the “angel” to be performed by the participants. The aim of the course was gaining by the Assistants – the “Angels” the knowledge and skills connected with the way of supporting disabled persons, mostly persons after a mental crisis, in the following fields:
 - getting acquainted with the situation and condition of a disabled person;
 - activating techniques;
 - principles of constructing and individual way of treating a disabled person;
 - recognizing basic symptoms of mental diseases and disturbances;
 - skills connected with inter-personal relations;
 - structure of a message – the techniques of constructive communication (verbal and non-verbal communication);
 - basic assertive skills;
 - elements of mediations and negotiations;

- processes of communication, mostly in relation to an employer;
 - possibilities of institutional support;
 - rights of disabled persons.
3. At the first stage of the work, the Assistants – “Angels” made satisfactory, partner relations with the beneficiaries. The work of the Assistants was directed towards overcoming the inner isolation of the beneficiaries, their lack of trust towards persons and institutions connected with support, and their fear of contacts with the outer world.
 4. The „angels” were engaged in the direct help in getting jobs by the F.Bs on a free market
 5. An increase can be observed in the self-dependence of the beneficiaries and their professional and social activity. Many of them, while constantly supported by the Assistants, try to enter the open labour market.
 6. The model was worked out of the beneficiaries’ maintenance in the milieu/environment.
 7. The progressing process can also be observed of changes of social awareness, the changes being favourable towards neutralizing social exclusion and marginalization of persons after a mental crisis.
 8. Also the change in the beneficiaries’ awareness can be perceived as to the system of social care.

III. Criteria of Describing GP

1. The Assistant – “Angel” of a disabled person

1. Innovativeness of GP (*changes introduced*)

1. The appearance of the assistant – „angel” in the milieu of a person after a mental crisis gives the beneficiaries a necessary psychical support and competent useful information of merit about the possibilities of and help with

making use of instruments of the labour market. The beneficiary is supported on his/her return road to fulfilling social and professional roles.

2. The motivation part should be underlined in the Assistant – „angel’s” activities. The support he/she offers and his/her good contact with the beneficiary, the contact being based on trust, restores or puts to motion the volitive mechanisms directed towards the increase in professional activity of the beneficiaries, to looking for a suitable job and undertaking employment on the free labour market.
3. Playing the part of a “parachute” by the “angel” in case of losing a job by the beneficiary.
4. The presence of the „angel” makes the beneficiary feel safe. It is the constant contact with the „angel” that is conducive to that feeling, the contact being based on the individual approach to the client.
5. The Assistant – „angel” accompanies the beneficiary in his/her first contacts with employers and employment services and takes part in the first meetings.
6. The „angel” also helps an employer in case of possible conflicts in employer-employee(the beneficiary) and/or employee (the beneficiary) - employee relations.
7. The assistant keeps in direct touch with the beneficiary’s family. He/she helps with building up the family’s relation towards the beneficiary, offers information about the possibility of joining the activities carried out for the good of the beneficiaries’ families within the Project (psycho-educational, therapeutic, self-aid groups).

2. Effectiveness of good practice (GP)

Will the innovative solution appear to be proper and important? Why is this innovative practice effective and productive and who for? The results obtained(on the regional and national level).

1. The results of the Assistants' work achieved so far allow to state the fact that the support they offer to the beneficiaries has influenced in a substantial way the beneficiaries' social functioning and the increase of professional activity of persons after a mental crisis.
2. The presence of the „angels” brought about a new quality in the life of the beneficiaries, the quality meaning the increase in the feeling of safety, better orientation in the possibilities of undertaking professional training courses and employment, opening towards the “outer world”, increased trust towards institutions statutorily dealing with care and help directed towards persons after mental crisis.
3. One of the main difficulties the Assistants have to cope with while co-operating with the beneficiaries is the stereotype of a mentally insane person, which is deeply rooted in the social awareness (it also refers to the families of the beneficiaries). According to that stereotype, a mental disease is “something to be ashamed of” , and any social or professional activity is greatly inadvisable.
4. Another difficulty influencing the beneficiaries' motivation towards undertaking professional activity is the lack of coherence between the legal statutes referring to employing disabled persons and the practice of institutions responsible for stating the ability or disability of such persons to perform work. As a consequence, there is a large percentage of the beneficiaries who do not decide to undertake employment, because it may result in losing the acquired rights to various benefits.

3. Reproducibility of GP.

Could the innovative GP be applied (adapted) in another context?

The solution referring to the Assistants of persons after a mental crisis, worked-out and tested within the Project,

could be widely applied both in local and national context. In case of adaptation it is necessary to adjust a respective programme and the scope of education to a given individual target group, e.g. persons with mental deficiencies, the blind, disabled in the aspect of movement, etc.

4.Sustainability.

Sustenance and the possibility of continuing of the new GP.

It is possible for the “angels” to continue functioning after the Programme is closed, because of the result worked-out during the Project, the result being the creation of the Local System of Co-operation of the Partners. Thanks to the System, it will also be possible to select institutions which, due to their competences, financial means and worked-out mechanisms of co-operation, will be able to continue the above-described GP.

5. Weak and strong points of the applied solution (GP)

The appearance of the group of „angels” in the realized Project whose aim it is to prevent the social exclusion and discrimination of persons after a mental crisis on the labour market allowed the maintenance in the direct way of a good and permanent contact between the institutions realizing the Project and its beneficiaries. The motivation to undertake subsequent activities suggested by the individual Partners bore fruit of the increase of social activity of the beneficiaries. In many cases, the return was observed to fulfilling professional roles. The assistants became a sort of connective element joining all the beneficiaries with the Project realized for their good.

Description of Good Practice

worked out by

Development Partnership:

„Entering, maintenance, return to the labour market of persons recovering from mental diseases”

II. Project Description:

Target group:

1. Persons after psychiatric treatment experiencing discrimination on the labour market, also referred to herein as „persons after a mental crisis”;
2. Family members of persons after a mental crisis;
3. Employers during their participation in training courses and seminars;
4. Assistants of persons after a mental crisis – the group of “angels”.

Objectives:

The aim of the Partnership is to prevent social exclusion and discrimination of persons after a mental crisis on the labour market.

Target 1: Creating the system of support of the final beneficiary and his/her family;

Target 2: Overcoming negative social stereotypes causing the marginalization of the final beneficiaries, by prophylactic activities directed towards various social groups: from children and youth to professional groups.

Target 3. Working out the mechanisms leading to employing the beneficiaries.

Expected results:

The realization of the project is accompanied by the expectation of the occurrence of the coherent system of support of final beneficiaries, supporting persons after a mental crisis while starting to enter a straight lifeline.

Achieved results:

1. The worked-out systems of environmental support of the final beneficiaries and their families;
2. The professional training courses carried out for the final beneficiaries;
3. Over 12 thousand people were included in the program whose aim was to change the stereotypes and prejudices being the cause of discrimination of persons after mental crisis;
4. Around 400 employers took part in meetings and training courses whose aim was to facilitate creating workplaces for the beneficiaries;
5. The Local System of Co-operation of the Partners was worked out to support persons after mental crisis in their way to being employed.

III. Criteria of GP Description

2. Local System of Co-operation of the Partners (LSCP, LSWP in Polish)

1. 1. Innovativeness of good practice (changes introduced)

1.1 Did it cause substantial changes and in what sphere (economic, social, cultural)?

The System of Co-operation of Partners introduced the principle of co-operation among local institutions and organizations. The aim of the co-operation is to render actual help to people after mental crisis. The fact itself of the occurrence of that kind of co-operation is a novelty. In the process of supporting the beneficiary, every institution executes such part of the work, which is adequate to its competences. Then, depending on the situation and the demands on the part of the beneficiary, the next partner

enters with its respective competences. The coherence of the process of co-operation is assured by the institution, which plays the part of the Coordinator of the LSCP. Such solution ensures a substantial progress in supporting persons after mental crisis in the social sphere.

1.2 It improved the quality of services for the target group.

The beneficiary is not left alone with his/her problems. He/She is not bound to look for an institution or organization that might try to help him/her in a given aspect of a crisis situation. It is enough for the beneficiary to get in touch with any of the self-governmental institutions dealing with social care or instruments of employment, or with a social organization supporting disabled people and he/she will be informed about the LSCP and about the support he/she may get thanks to that. Such support will always be a complex one. It will be an answer to the difficulties and limitations of a given beneficiary.

1.3 It created new forms of integration on the labour market, thus diminishing the discrimination towards the target group.

The institutions forming the LSCP are ready to support every beneficiary individually. The co-operation of the partners facilitates the process of rendering help to the beneficiaries and makes it possible to prepare them for employment and entering the labour market. In this aspect, the LSCP creates a kind of new “road” integrating the beneficiary with the labour market. It also substantially enlarges the circle of institutions supporting the beneficiary and so influences the process of diminishing prejudices and intolerance which persons after a mental crisis may encounter.

1.4 It increased the interest and provided more information referring to organizing such services for the target group.

The System of Co-operation of the Partners allowed the practical arrangement of the co-operation mechanisms among the partners. The mechanisms should be constantly developed and improved. As the final target, it is necessary to ensure such sources of financing the co-operation that would be independent from the EU financial means. To make it possible, the LSCP partners adequately adapted the organization structures of their institutions. Thanks to that, after the project realized within the frame of EQUAL has closed, the co-operation of the partners will be, in a substantial part, currently financed within the activities of the individual institutions or organizations.

1.5 It was able to restore proper instruments and methodology applied in the legal strategies and activities concerning support/services/planning (the results to be seen in 3-5 years)

The LSCP fills up the legal blanks in the country's legislation. The statutes granting competences to the individual institutions forming the LSCP do not, unfortunately, introduce the necessity or the principle of co-operation among those institutions. What is more, they do not define the mechanisms of the co-operation. So, in this aspect, the mechanisms that are set to work among the institutions on the local level supplement the existing legal system with the executive procedures that make it possible to actually apply the existing legal system.

2. Effectiveness of good practice (GP)

Will the innovative solution appear to be proper and important? Why is this innovative practice effective and

productive and who for? The results obtained (on the regional and national level).

2.1 New configurations of partnership were created in the social network.

The above-described good practice became possible thanks to undertaking the co-operation by various subjects. Therefore the fact that the co-operation came to being is an innovation in relation to what had existed before the Project was introduced. The co-operation is based on the agreement made by the partners and determining the respective scope of activities and the competences of the individual partners. Such solution is important in some aspects.

Firstly, it enables every institution to make better use of the organizational and legal possibilities within the scope of which a given institution operates. The co-operation brings about better results than sparse and in-coordinate activities of every single institution.

Secondly, thanks to the system of co-operation, a person in a difficult situation after a mental crisis, the beneficiary, is not bound to go from institution to institution. It is enough for the beneficiary in trouble to get in contact with one partner acting within the frame of the LSCP in order to benefit from the possibilities of all the institutions, depending on the kind of support the person may expect.

The popularisation of the LSCP may make things substantially easier for persons in trouble and it may also make the local institutions and organizations in a given society (municipal or poviát) function more effectively.

2.2 Difficulties and obstacles in the process of undertaking innovative solutions..

The basic difficulty results from the lack of habit of co-operation among the institutions within the spheres in which the necessity of co-operation is not a direct legal demand. Such activities are commonly regarded as and additional, troublesome duty. Such attitude may result in the shortage of staff in some institutions. Duties commonly regarded as “additional” are not enthusiastically accepted by employees, especially if accepting them does not bring rise in salaries.

3. Reproducibility of GP.

Could the innovative GP be applied (adapted) in another context?

3.1 It should be specified where GP could be transferred/ adapted.

In the above-described case, the co-operation system refers to persons after a mental crisis. With some modifications and adaptations, such as selecting partners with suitable qualifications to co-operate with, it can be applied practically to any social group being in a disadvantageous situation.

4. Sustainability

Sustaining and the possibility of continuing of the new GP.

4.1 What steps have been taken to make it possible for the new GP to be implemented in the social system?

The practice has already been popularized by presentations during the conferences of the national scope. Also some publications have appeared describing the LSCP and some new ones re to appear. Another series of conferences, both on the local and national level, are to be organized in order to present the system of co-operation.

4.2 The stability and sustenance of the results after finishing the project (with no financial support from the State and the EU).

The sustenance of the system of co-operation among the local partners is possible without ensuring the EU means. The solution is to include the principle of co-operation applied in a given sphere in the constitutive documents of the partners (regulations and/or statutes) and to ascribe carrying out the co-operation to particular posts. It should be pointed out that a given institution, while carrying out the co-operation, realizes its due competences. In such cases, the co-operation can be financed from the current financial means of the partners.

4.3 The agreements arrived at, the protocols, the conventions signed, on the basis of which the responsible parts (partners, representatives of institutions – governmental ones included-, social or self-governmental ones, etc.) are under obligation to continue enforcing the innovative GP to serve the social system.

At the stage of the realization of the Project, which made it possible, to work out the good practice – the LSCP, the partners act under the agreement of Development Partnership.

Before finishing the project stage, making a separate agreement is planned among the partners, on the strength of which the LSCP is going to be continued.

5. Weak and strong points of the applied solution (GP)

Weak points:

1. Definitely, one of the weak points is the lack of habit of co-operation among the institutions within the spheres in which the necessity of co-operation is not a direct legal demand. Such activities are commonly regarded as and

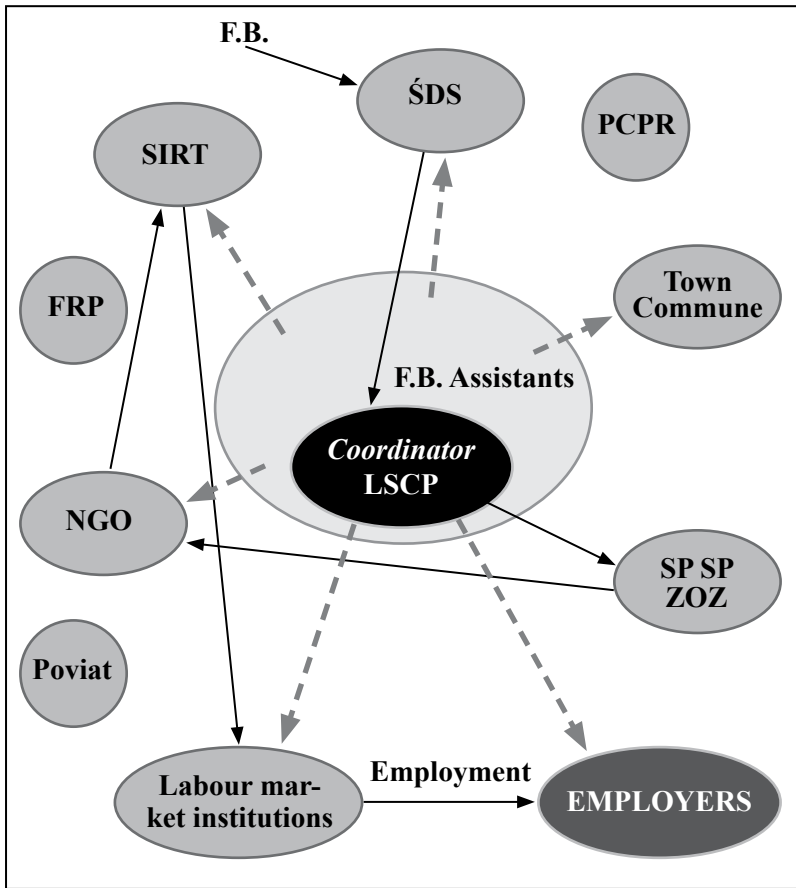
additional, troublesome duty. Such attitude may result in the shortage of staff in some institutions.

2. It may also appear that the “instability” of the target group towards which the LSCP is directed is another weak point. The problem is that some of the beneficiaries do not stick to the agreements made before or resign from being employed in spite of the acquired professional qualifications.

Strong points:

1. The LSCP allows every institution to make better use of the organizational and legal possibilities within the scope of which it operates. The co-operation brings about better results than sparse and in-coordinate activities of every single institution.
2. Thanks to the system of co-operation, a person in a difficult situation after a mental crisis, the beneficiary, is not bound to go from institution to institution. It is enough for the beneficiary in trouble to get in contact with one partner acting within the frame of the LSCP in order to benefit from the possibilities of all the institutions, depending on the kind of support the person may expect.
3. The popularization of the LSCP may make things substantially easier for persons in trouble and it may also make the local institutions and organizations in a given society (municipal or poviat) function more effectively.

Local System of Co-operation of the Partners (LSCP)



LEGEND:

--- ➔ – Working contacts kept by the assistants of the beneficiaries

— ➔ – An example of the beneficiary's way within the frame of LSCP

Poviat, PUP, PCPR, NGO, etc. – **Partners creating LSCP** including the institutions of the labour market, non-governmental and self-governmental institutions

F.B. – The LSCP beneficiary

Description of Good Practice

worked out by

Specialist Independent Psychiatric Public Health Care Unit
in Suwałki

II. Project Description:

Target group: persons after a mental crisis

Objectives:

Partner nr 1: Specialist Independent Psychiatric Public Health Care Unit in Suwałki, being, within the Project, responsible, among other things, for:

- diagnosing the level of social and professional abilities of the final beneficiaries;
- determining their personal resources, preferences and potentials important within the context of the labour market.

DESCRIPTION OF THE OBJECTIVE:

At the moment of entering the Project, the final beneficiaries underwent thorough personality diagnosis.

Every participant of the project was diagnosed by four specialists:

- *a psychologist* – a psychological examination was aimed at the evaluation of intellectual skills, personality features (temperament, fear level, coping with stress) and the ability to function in social situations;
- *a psychiatrist* – the mental status was evaluated by medical examination, as well as the general health status and the prospects of recovery from the disease;
- *a professional advisor* – the evaluation of predispositions, preferences and professional skills. The following were also evaluated: the education level, qualifications, professional experience. The professional self-evaluation was diagnosed too.

- *a social worker* – the social situation and the living conditions were determined on the basis of a social interview.

Expected results:

Diagnosing all the final beneficiaries – the persons after a mental crisis – entering the project in order to have their abilities, preferences and personal potential evaluated. The diagnosis that had been carried out made it possible for them to be offered the most adequate training and supporting groups and professional training courses, so as to enable them to return and/or to remain on the labour market.

Achieved results:

As the result of the analysis of personal resources of every final beneficiary, the full diagnosis was arrived at, in the form of four opinions in writing. On the basis of those, the f.bs. were qualified for the next stage of the project, during which the beneficiaries could make up the existing deficiencies.

The Qualification Committee consisting of the following specialists carried out the qualification: a psychologist, a professional advisor, a psychiatrist and a social worker.

On the basis of the analysis of the diagnoses, a qualification opinion was prepared for every beneficiary. It consisted of: personal data, determining the habitation (local criterion), type of mental disorder, determining the present professional situation, essential health contraindications of practicing a given kind of work, suggestions as to the type of work to be practiced, having social support, level of criticism, interpersonal skills, level of motivation to undertake a job, general level of functioning in social life.

On the basis of the above data, the final beneficiaries were qualified for individual support modules and the

suggested professional training courses were determined, which helped to improve the situation of every beneficiary on the labour market.

III. Criteria of the GP Description

3. Identification of Individual Resources of Final Beneficiaries

1. Innovativeness of good practice (changes introduced)

1.1 Did it cause substantial changes and in what sphere (economic, social, cultural)?

Good Practice exercises a positive influence on the individual situation of every beneficiary. Thanks to the chance given by the practice to every beneficiary individually, it has an indirect influence on the improvement of the social situation of this group of beneficiaries.

1.2 It improved the quality of services for the target group.

Thanks to GP “Identification of Individual Resources of Final Beneficiaries”, the beneficiaries of the project had an opportunity to get a thorough and complex knowledge of their own resources and deficiencies, and to determine them precisely. The knowledge of their own resources and deficiencies made it possible for them to undertake respective training courses in order to make up the deficiencies, which resulted in improving their functioning on the labour market.

1.3 It created new forms of integration on the labour market, which resulted in diminishing the discrimination towards the target group.

The identification of individual resources of the final beneficiaries makes it easier for the beneficiaries to make decisions as to choosing the line of professional train-

ing courses. Thanks to that, the institutions of the labour market, as having comprehensive information indicating professional preferences of the beneficiaries, are able to find suitable employers for them to work for. Thus a better co-ordination is possible between the demand of the labour market and the employment preferences of the beneficiaries.

1.4 It increased the interest in and provided greater knowledge about organizing such services for the target group.

The activities described herein indicated the necessity of closer co-operation among the labour market institutions and the ones supporting the beneficiaries in their milieu.

1.5 It was able to restore proper instruments and methodology used in the strategies and legal activities concerning support/services/planning (the results to be seen in 3-5 years).

2. Effectiveness of good practice (GP)

Will the innovative solution appear to be proper and important? Why is this innovative practice effective and productive and who for? The results obtained (on the regional and national level).

It appeared innovative in some fields to carry out a thorough, complex, individual diagnosis of the beneficiaries:

1. It enabled the beneficiaries to know themselves, and often also to fully specify their own resources and personality, social and professional limitations. It indicated the beneficiaries' possibilities as well.
2. Thanks to the thorough diagnosis it was possible to orga-

nize and offer the most adequate training courses to the beneficiaries.

2.2 Difficulties and obstacles in the process of undertaking innovative solutions.

The difficulty, which appeared during the realization of the task, resulted from the specific character of this group of beneficiaries. They are people after mental crises. Their motivation for participating in the project was very unstable at the initial level. It was a problem for them to stick to the appointed times of diagnostic meetings, which made the realization of the task take longer.

3. Reproducibility of GP. Could the innovative GP be applied (adapted) in another context?

3.1 It should be specified where GP could be transferred/adapted.

Good practice: "Identifying the individual resources of the final beneficiaries" can be applied in the realization of all the projects the final beneficiaries of which are persons after mental crises.

While modified by excluding the psychiatric diagnosis, the practice can be applied to groups of mentally sane people. The applied tools make it possible to strictly determine individual resources of any final beneficiary.

4. Sustainability.

Sustenance and the possibility of continuing of the new GP.

4.1 What steps have been taken to make it possible for the new GP to be implemented in the social system?

At present, the steps to make it possible for the good practice to be implemented in the social system are still on the preparatory level.

4.2 The stability and sustenance of the results after finishing the project (with no financial support from the State and the EU).

The effects of "Identifying the individual resources of the final beneficiaries" can be seen in the further realization process of the whole project. The diagnosis was the starting point in the realization of the project and so it made it possible for the beneficiaries to undergo training courses and undertake jobs. It is a permanent value for the beneficiaries themselves.

4.3 The agreements arrived at, the protocols, the conventions signed, on the basis of which the responsible parts (partners, representatives of institutions – governmental ones included - , social or self-governmental ones, etc.) are under obligation to continue enforcing the innovative GP to serve the social system.

This stage has not been arrived at yet, but nevertheless the partnership is going to consider the continuation of this practice within the scheme of the co-operation of the partners on the basis of the financial means from outside the project.

5. Weak and strong points of the applied solution (GP)

The effect of the diagnosis is a strong point of the suggested solution. Thanks to the diagnosis of individual resources, a professional, complex evaluation was carried out of every beneficiary's features and skills. The recognition of individual resources and deficiencies led to suggesting appropriate training courses, and, as a result, the return to the labour market or undertaking a job.

The difficulty to co-ordinate a given beneficiary's professional preferences with the demand of the labour market might be considered a weak point. Not in every case can it be possible.

Description of Good Practice
worked out by
The Self-Aid House in Olecko²

II. Project Description:

In the part realized by the Partner: The Self-Aid House in Olecko

Target group: the family members of the F.Bs from the region of Olecko

Objectives: the system of milieu support for the families of the f.bs from the region of Olecko

Expected results: undertaking employment on the open labour market

Achieved results: training courses completed, two persons work

III. Criteria of Describing GP

4. The group of support for the families of the f.bs – persons after a mental crisis.

1. Innovativeness of good practice (changes introduced)

1.1 Did it cause substantial changes and in what sphere (economic, social, cultural)?

Due to the good practice, a new quality was introduced, causing changes in the social sphere.

1.2 It improved the quality of services for the target group.

As the consequence of the meetings, the family members of the persons with mental diseases looking for jobs

² The full name of the institution in Polish includes the adjective Środowiskowy. The adjective means “connected with a certain milieu or environment”. As there is no adequate adjective in English, the translated name does not include any adjective.

got acquainted with one another and became friendly. The barriers of shame and fear, which had made communication and co-operation among the persons in a similar situation impossible, were broken. Not only were contacts made, but also a sort of mutual bonds appeared among the participants of the meetings. The possibility to communicate, getting to know the opinions of the others in a socially, economically and psychologically similar situation reinforced the feeling of self-esteem, self-assurance, and, as a result,

2. Effectiveness of good practice (GP)

Will the innovative solution appear to be proper and important? Why is this innovative practice effective and productive and who for?

The above-described practice is effective and advantageous both for the beneficiaries' families and for themselves, and also for the employers. It diminishes the risk of giving up work in case of the occurrence of difficulties.

2.1 New configurations of partnership were created in the social network.

The practice was worked out within the frame of the development partnership. It is supported by the system of supporting the final beneficiaries in which the institution of an assistant of a disabled person functions.

2.2 Difficulties and obstacles in the process of undertaking innovative solutions.

Making use of the practice is possible only in a special milieu. In order for the persons after a mental crisis to achieve full effect, it is also necessary for employers to be included and to offer jobs. But at present, employers do not seem greatly interested.

3. Reproducibility of GP.

Could the innovative GP be applied (adapted) in another context? YES

3.1 It should be specified where GP could be transferred/adapted.

For medical treatment and rehabilitation of persons after mental crisis.

4.Sustainability.

Sustenance and the possibility of continuing of the new GP.

4.1 What steps have been taken to make it possible for the new GP to be implemented in the social system?

After the project has finished, the supporting groups of the beneficiaries' families are going to continue their activities within the frame of co-operation of The Self-Aid Home with the families of the participants of the activities.

4.2 The stability and sustenance of the results after finishing the project (with no financial support from the State and the EU).

The practice is going to be continued within the financial means of S-A House in Olecko. The employees of the House are carrying it out on the present stage and are going to continue it after the Equal Project has finished. In order to do it, no additional agreements are necessary.

5. Weak and strong points of the applied solution (GP)

One of the strong points of the applied solution is the fact of understanding an ill person and his/her situation better. It results in the improvement in functioning of the family and makes it easier for the beneficiaries to take advantage of the activities organized for them.

Another advantage is discussing with the beneficiaries their reactions to stress connected with participating in the activities and training courses organized for them.

The next positive aspect is the fact of mutual support of the beneficiaries in their contacts with employers. The possibility of listening to pieces of advice and other remarks of the persons living in a similar situation and understanding one another diminishes the feeling of social isolation and brings about new quality into the functioning of the beneficiaries and their families. It increases the comfort of functioning in the society to a substantial degree.

Description of Good Practice
worked out by
The Suwałki Tourist Chamber

II. Project Description:

In the part realized by the Partner: The Suwałki Tourist Chamber:

Target group:

The group of 30 final beneficiaries – persons after a mental crisis.

In parallel – the families or wardens of the beneficiaries and their employers

Objectives:

1. Professional training courses for further employment in tourism; shaping the psychological-therapeutic support system in the environment of the course;
2. A series of meetings with the family members and the wardens of the beneficiaries (f.b.) – training courses and psychological-therapeutic classes;
3. Motivation sessions for employers, organized in the training course environment of the beneficiary.

Expected results:

1. Preparing the beneficiaries – persons after a mental crisis – for working in the branch of tourist services, shaping the support system in the environment of the training course;
2. Preparing the families and wardens for offering support to the beneficiaries in solving problems that might result from their future employment;
3. Presenting the skills and professional qualifications of the beneficiaries to their future employers.

Achieved results:

1. Acquiring such qualifications and skills by the f.bs that make them able to start work in the branch of tourism;
2. Improving the quality of psychical functioning of the f.bs by their participation in a series of classes supporting them in the environment of the training courses;
3. Educating the family members and legal wardens of the beneficiaries in the domain of supporting the f.bs in stressful situations connected with the future environment of work.
4. Increasing the level of the employers' awareness of how persons with mental diseases function, in view of employing such persons in the future.

III. Criteria of Describing GP

5. An integrated system of professional training courses connected with employment in tourism, for persons after a mental crisis, realized at the premises of a functioning recreation-rehabilitation object.

2. Effectiveness of good practice (GP)

Will the innovative solution appear to be proper and important? Why is this innovative practice effective and productive and who for? The results obtained (on the regional and national level).

Working out an integrated system of professional training courses connected with employment in tourism showed the expected effects in the form of employing the beneficiaries in tourist services. Nevertheless, some difficulties resulting from the specificity of the beneficiaries should be noted.

Difficulties:

1. Limited possibilities of the f.bs' perception, their tendency to feel tired easily lead to the necessity of frequent breaks and making the theoretical part of the courses more attractive (stays in agro-tourist objects of the Suwałki region, visits to hotel objects in Suwałki, the module of sightseeing connected with bike rides and a visit to The Wigry National Park – “live” activities in the natural environment of the region);
2. Communication difficulties connected with frequent changes of the beneficiaries' mood, their weariness, the problem of not being systematic in the initial stage of the courses.
3. Too little interest on the part of the family members and wardens in the possibility of participating in the meet-

ings organized in the environment of the beneficiaries' training courses. The percentage of attendance – around 50%.

3. Reproducibility of GP.

Could the innovative GP be applied (adapted) in another context?

GP can be successfully applied in similar forms of professional training courses, e.g.: work in gastronomy, organizing the greens, cleaning services (complying with the system of Good Hygienic Practice according to the EU demands), etc. It is important for the system to be integrated – theoretical courses together with practising in the environment similar to the one of future work, all that combined with the possibility of getting support from a psychologist – therapist in the given environment. The whole system should be supplemented by the work with the families and motivating employers to employ persons after mental crisis by presenting the skills acquired by the beneficiaries.

3.1 It should be specified where GP could be transferred/adapted.

The practice could be applied in the systems of training courses for the unemployed and long-term unemployed, financed within the frame of active forms of employment which are realized by the labour market institutions.

4.Sustainability.

Sustenance and the possibility of continuing of the new GP.

4.1 What steps have been taken to make it possible for the new GP to be implemented in the social system?

The practice was presented at national and transnational conferences.

4.2 The stability and sustenance of the results after finishing the project (with no financial support from the State and the EU).

Financing the practice of that kind is possible in accordance with the statute concerning the instruments of the labour market, making use of the financial means from the labour fund.

4.3 The agreements arrived at, the protocols, the conventions signed, on the basis of which the responsible parts (partners, representatives of institutions – governmental ones included-, social or self-governmental ones, etc.) are under obligation to continue enforcing the innovative GP to serve the social system.

At the present stage no agreements have been made to make the continuation of the worked-out practice possible.

5. Weak and strong points of the applied solution (GP)

Weak points:

1. Too extensive programmes of theoretical classes;
2. The meetings with a psychologist and therapist organized according to the scheme of 2 times a week x 7 hours instead of more frequent and shorter meetings;
3. Little interest of the f.bs' wardens in participating in the project;
4. The necessity of constant motivating the f.bs to act in connection with realizing the Project;
5. The f.bs' long absence from home;
6. No possibility of undertaking work during the training course period, which takes 6 months.

Strong points:

1. Effective combining of a part of theoretical classes with practicing in the environment similar to the future workplace;

2. Acquiring better professional qualifications;
3. Leaving the permanent place of habitation, learning to cope with problems of everyday life are the factors contributing to being more self-contained;
4. Entering the milieu of the members of a rehabilitation course –disabled people with various, often very grave diseases – makes it possible for the beneficiaries to regard their own disability from a different perspective.
5. Improving self-evaluation, being able to verify one’s own potential in situations different that those one has gone through so far;
6. Increased self-assurance in inter-human relations, improved communication;
7. Financial advantages resulting from the participation in the courses (bed and board, participation in excursions and other forms of spending one’s free time, e.g. bike rides, playing billiards, and also participating in what is offered in the programme of rehabilitation courses, etc.) and, as a result, improving the quality of life while staying at the premises where the given course is organized.

Description of Good Practice

worked out by

**Stowarzyszenie Inicjatyw Społeczno-Gospodarczych³
im. Króla Zygmunta Augusta w Augustowie**

II. Project Description:

Target group:

1. Persons after psychiatric treatment experiencing discrimination on the labour market, also referred to herein as „persons after a mental crisis”;

³ Stowarzyszenie Inicjatyw Społeczno-Gospodarczych im. Króla Zygmunta Augusta w Augustowie, hereafter referred to as SISG = The King Zygmunt August Association of Socio-Economic Initiatives in Augustów

2. Family members of persons after a mental crisis;
3. Employers during their participation in training courses and seminars;
4. Assistants of persons after a mental crisis – the group of “angels”.

Objectives:

Target 1. Creating a supporting system for a final beneficiary and his/her family

Description of the target: Each of the sub-projects described below includes the elements which do not occur in the remaining ones. The realization of each sub-project made it possible to test the effectiveness of individual elements of the support offered to a F.B. It also helped in formulating the model way of co-operation with a F.B. and his/her family.

The sub-project realized by SISG:

Task 1/6 Training in skills, social and professional integration and the support of the final beneficiaries' families of the region of Augustów

Realization period: III-rd quarter of the year 2006 - IV-th quarter of the year 2007.

Target 2. Overcoming negative social stereotypes which cause the marginalization of final beneficiaries by prophylactic activities aimed at various social groups: from children and youth to professional groups.

Description of the target: The change of social attitude is expected towards the final beneficiaries in order to achieve the attitude of understanding and accepting persons who are different because of their disease. The influencing activities planned in each individual sub-project are also directed towards the milieu of employers, which should bear the fruit of enlarged chances of employing the F.Bs.

The sub-project realized by SISG:

Task 2/5 Training courses, meetings and conferences within the scheme of the Augustów Academy of Psycho-education, with the participation of the local community of the Augustów powiat and school students, devoted to the problems of people after mental crisis

Realization period: I-st quarter of the year 2006 – I-st quarter of the year 2008.

Target 3. Working out the mechanisms leading to employing the beneficiaries.

Description of the target: It is expected to work out the way of treating the beneficiaries, due to which it will be possible to cause their employment. Thanks to that it will also be possible to appoint permanent “actors”, i.e. the institutions that, thanks to their competences and “permeable” mechanisms of co-operation, will be able to co-operate in realizing the target.

The sub-project realized by SISG:

Task 3/5 Local Activities with Employers “Friendly Employer”: motivating the milieu of employers from the Augustów region.

Realization period: III-rd quarter of the year 2006 – IV-th quarter of the year 2007.

Expected results:

- a) concerning Target 1, objective 1/6 :
 - increase in self-assurance and self-esteem;
 - improving family relations;
 - regaining lost social skills;
 - maintaining skills already possessed;
 - the skill of research on the labour market.

- b) concerning Target 2, objective 2/5:
 - increase in acceptance and understanding in the attitudes towards persons after mental crises;

- discrediting the stereotypes, popular circulating opinions and myths referring to people with diseases, and, thanks to that, the possibility of greater participation of the final beneficiaries in social and professional life;

c) concerning Target 3, objective 3/5:

- increase in employers' knowledge about mental diseases;
- employers' attitude of acceptance in relation to final beneficiaries of the project;
- change in employers' awareness, creating a positive image of persons after mental crisis;
- creating the possibilities of employing the beneficiaries of the project, employing the F.Bs.

Achieved results:

- increase in self-esteem;
- improvement of the beneficiaries' functioning in their families and in the society, the ability of building sane relations, making new contacts;
- acquiring the skill of coping with difficult situations and crises; the ability of solving problems in ways accepted by the society;
- acquiring the knowledge concerning: psychology of communication, assertiveness and self-presentation;
- deep self-analysis and working on of earlier therapies, problems and crises;
- acquiring the ability of : controlling emotions, naming feelings;
- making endeavors by the final beneficiaries of the project to find their "proper" place of employment, to determine the branch in which the beneficiaries would like to work, also trying to be self-employed;
- undertaking a voluntary work in a Hospice by four beneficiaries, focusing their attention on ill people whose

situation is worse than that of the beneficiaries themselves;

- starting the process of education by two beneficiaries;
- improving the habitation standards – two final beneficiaries have found new quarters in which their living standards are higher;
- undertaking jobs by three final beneficiaries, one of whom has decided to go abroad for 2 months.

III. Criteria of Describing GP

6. Group psychological training and individual therapy, training in social skills carried out within Task 1/6 of the Project.

1. Innovativeness of good practice (changes introduced)

1.1 Did it cause substantial changes and in what sphere (economic, social, cultural)?

The formulated good practice has caused changes in the situation of the beneficiaries:

- *In the economic sphere:* two members of the Project have undertaken a job, which has improved their financial situation. One person has decided to go abroad for two months to earn his/her living. The activities contributed to the fact that the beneficiaries have met the challenge of looking for a job on their own. At present, while working, they succeed in overcoming the difficulties they have at work thanks to the knowledge and skills acquired during their meetings with a psychologist or therapist. They are much more responsible in the way of spending money and planning the expenses.
- *In the social sphere:* there has appeared an improvement in the beneficiaries'; functioning in the society, in their families, they cope with crises, the lesser ones and the

more serious ones, and overcome them in a much better way. They make "better and more valuable" relationships.

Examples: A beneficiary, after not keeping in touch with her parents for 7 years, now takes part in family holidays, including Easter. She is more self-assured, she copes with her emotions.

In some other beneficiaries, the development may be observed of such practical skills as: preparing meals by themselves, preparing Christmas Eve supper, making small objects – presents for family members, meetings in a café on occasion, writing a CV and a letter of motivation, taking care of personal hygiene and tidying the places where they stay.

- *In the sphere of culture:*

The beneficiaries have become active persons. They have undertaken training courses offered them by the SISG in Augustów and by the Partners in the Project. Some of them have again undertaken the process of education or decided to do so (studying at an evening school to be able to take the matura exam or continuing university studies)

1.2. It improved the quality of services for the target group.

The activities described as good practice have introduced a qualitative change in the services offered to the target group so far. The change includes the following aspects:

- individualised approach to the beneficiaries (the topics of the classes answer the formulated demand of the participants);
- emphasizing the subjectivity of every beneficiary (individual meetings, the possibility of presenting oneself to

the group in the way adequate to the possibilities and requirements of a given person, granting the confidentiality and keeping certain things secret in the way adequate to the beneficiaries' needs, analysing and working on crises or problems).

As the final result, good practice makes it possible to overcome the barriers emerging from inner limitations of a beneficiary, and it improves the way in which people after a mental crisis function while confronted with external difficulties.

1.3 It created new forms of integration on the labour market, which resulted in diminishing the discrimination towards the target group.

The practice indirectly influences a more dynamic presence of the beneficiaries on the labour market, particularly due to the positive influence it exercises on persons after a mental crisis.

1.4 It increased the interest in and provided greater knowledge about organizing such services for the target group.

Within the period of the past 10 months or more, the interest has increased substantially in the subject of return to and entering the labour market of handicapped persons and those after mental crises. The sub-project being realized by SISG within the partnership is attractive because it offers a complex help – psychological and socio-therapeutic. It has been proved by experience that the practice is a necessary supplement of activities leading directly to the employment of the beneficiaries.

1.5 It was able to restore proper instruments and methodology used in the strategies and legal activities concerning support/services/planning (the results to be seen in 3-5 years).

Together with the activities leading directly to the employment of the beneficiaries, the practice described herein complies with the legal mechanisms included in the statute concerning professional and social rehabilitation and employing handicapped persons.

2. Effectiveness of good practice (GP)

Will the innovative solution appear to be proper and important? Why is this innovative practice effective and productive and who for? The results obtained (on the regional and national level).

2.1. New configurations of partnership were created in the social network.

Within the Development Partnership, the practice is an integral unity, being a part of the local system of the co-operation of the partners. At present, it has a local scope. By making the results widely known, it is going to be popularised on the territory of the Region of Podlasie and all over the country, thanks to the activities of the mega-partnership.

2.2 Difficulties and obstacles in the process of undertaking innovative solutions.

The greatest problems occur in co-operating with employers. They are expected by the project realized by the Association to take part in the workshops discussing the specificity of a given disease, and, above all, to create workplaces for the final beneficiaries. Employers have doubts as to employing persons after mental diseases.

Another obstacle was to satisfactorily motivate the persons after mental crisis to attend regularly the classes organized for them.

A similar problem occurred in case of the family members of those persons. They could not see the connection

between their attitude to the person suffering from a disease and his/her functioning in the society, at work. It was the element making it difficult to persuade the family members to take part in the meetings whose aim was to point out such connections and to support the family members in their relation to the persons suffering from diseases.

3. Reproducibility of GP. Could the innovative GP be applied (adapted) in another context?

3.1 It should be specified where GP could be transferred/adapted.

The activities described herein as good practice can be applied in realizing projects referring to the unemployed, the long-term unemployed, groups of special risk, social outcasts, handicapped persons.

It is advisable to apply such solutions in the projects in which it is necessary to co-operate with a psychologist to work out a proper attitude to life, which, in turn, influences the attitude towards family and society.

The following institutions could introduce the module of psychological classes for the participants of projects and for clients of the institutions:

- Municipal and Commune Centres of Social Aid;
- Voivodship and Poviats Offices of Labour;
- Self-aid Houses connected with specific milieus;
- Therapeutic Workshops;
- Voluntary Work Troops;
- other organizations acting for the good of the above-described persons.

The above-described Good Practice can be applied as a way of realizing projects with a psychological module consisting of group classes and individual meetings.

4.Sustainability.

Sustenance and the possibility of continuing of the new GP.

4.1 What steps have been taken to make it possible for the new GP to be implemented in the social system?

At the present level of duration of the Project, good practice has been presented during some conferences, to make respective subject interested in it.

4.2 The stability and sustenance of the results after finishing the project (with no financial support from the State and the EU).

Permanent financial mechanism enabling the continuation of functioning of the project has not been made permeable yet.

4.3 The agreements arrived at, the protocols, the conventions signed, on the basis of which the responsible parts (partners, representatives of institutions – governmental ones included-, social or self-governmental ones, etc.) are under obligation to continue enforcing the innovative GP to serve the social system.

The applicable agreements as to its continuation have not been made either.

5. Weak and strong points of the applied solution (GP)

Strong points of the solution:

- multifarious and complex character of the support offered to the persons after mental crisis;
- individualized approach to the participants;
- possibility of instant reaction in situation of crisis.

Weak points:

- because of the specific character of the target group (the

persons after mental diseases), there may occur problems with attending classes by the participants;

- there may be problems with group work in case of its consisting of participants on various “levels”.

**S.O.LE. – Strategie
per l'occupazione Sostenibile
(Sustainable employment strategies)**

I Project details

Title: S.O.LE. – Strategie per l’Occupazione Sostenibile
(Sustainable employment strategies)

Code: IT-G2-VEN-002

Country: Italy

DP Leading Organisation: Azienda ULSS 16 di Padova
(The Padova Local Health Unit)

DP partners:

1. AZIENDA ULSS 16 DI PADOVA – LEADING ORGANISATION
2. PADOVA PROVINCIAL GOVERNMENT
3. AZIENDA ULSS 13 - DOLO MIRANO (VE)
4. AZIENDA ULSS 17 – ESTE (PD)
5. AZIENDA ULSS 15 - ALTA PADOVANA (PD)
6. AZIENDA ULSS 14 – CHIOGGIA (VE)
7. POLITECNICO CALZATURIERO, SOCIETÀ CONSORTILE A RESPONSABILITÀ LIMITATA
8. ISTITUTO REGIONALE DI EDUCAZIONE E STUDI COOPERATIVI DEL VENETO (IRECOOP VENETO)
9. CONFCOOPERATIVE – UNIONE INTERPROVINCIALE DI PADOVA E ROVIGO
10. ENTE ACLI DI ISTRUZIONE PROFESSIONALE DEL VENETO (ENAIIP VENETO)
11. UNINDUSTRIA DI PADOVA
12. S.A.T.E.F. Veneto

II Project description

Background:

The project **S.O.LE. – Strategie per l’Occupazione Sostenibile** (*Sustainable Employment Strategies*) has originated from the continuation of some Equal Ist Round projects:

- “Nautilus: nuove rotte per l’inserimento lavorativo” “*Nautilus: new routes for work integration*” IT-G-VEN-030
- “VITA” IT-G-VEN-048

- “Elaicos: strumenti e metodologie innovative per l’economia sociale” “*Elaicos: innovative tools and methodologies for the social economy*” IT-G-VEN 012

The “Nautilus” project has pursued the following objectives:

- promotion of a stable connection between social assistance tools and interventions of training and employment policies;
- provision to the network of public and private services of new tools and methodologies thus enabling more efficient and effective actions;
- strengthening training of professional profiles involved in work integration both in the public and private contexts in order to ensure homogeneous interventions;
- establishment of 1 Vocational Guidance Centre in each Local Health Unit of the Province of Padua, 5 Guided Job Centres and guidance and support paths in the framework of the Programme of Active Job Search;
- experimentation of innovative formula of work integration that have involved 250 disabled people, psychiatric patients and other disadvantaged people.

The “VITA” project has intended to face the growing risk of marginalisation from the labour market of a wide segment of young people through a system action aimed at overcoming the fragmentation of interventions on the territory, connecting and integrating the daily work of the existing actors and services meanwhile fostering the innovation of the intervention processes and methodologies.

Through this experimentation, the actors involved in the DP have established a network acting so to activate processes, paths, actions able to intervene beforehand thus avoiding that the identified discrimination factors act, for

the young people, as a barrier to the access to the labour market causing unemployment.

The “Elaicos” project has been aimed at improving the quality of social services addressed to disadvantaged people through the start of processes of continuous improvement of the quality of the offer and professionalism of the actors involved in services delivery. Elaicos has pursued the following objectives:

- creation of shared modalities and tools for the service satisfaction by the end-users;
- experimentation of innovative modality of lifelong learning for managers and services co-ordinators as well modalities of professional skill certification also through Distance Learning;
- experimentation of solutions of mutual integration between Universities and territorial services for the training of the operators and organisation and administration solution for the promotion of skills development;
- experimentation and implementation of continuous improvement systems of services quality according to the enforcement of the new regulations ISO 9001:2000;
- creation of tools and modalities for a skills certification system for the development of the motivation to both social and economic and organisation quality.

Compared to what already carried out in these previous Equal Ist Round project, SOLE has intended to pursue again the objectives of social services quality improvement to the disability world for implementing them as to the topic of work and social integration of disabled and disadvantaged people. Distinctive element of the SOLE Project is the strong involvement of for profit enterprises, not present in the previous projects, that have exclusively involved social enterprises.

Target group:

Disadvantaged people, namely both disabled people cared for by the mental health services and people with disturbances caused by substance abuse cared for by SERT (Drug Addiction Services). Services may be widened to encompass other beneficiaries by including those who are defined as “Disadvantaged” by Law 381/91 art. 4, namely: “people with physical, mental and sensory disabilities, ex-patients of psychiatric institutes, people undergoing psychiatric treatment, drug addicts, alcoholics, minors of working age in difficult family situations, people convicted and sentenced to measures other than imprisonment.”

Job coaches (service or cooperative employees) and company tutors are the intermediate beneficiaries of this experiment.

Objectives:

The SOLE project aims to identify tools and methods so as:

- to carry out processes of autonomy and abilities development of disadvantaged people for their integration into the working contexts through individualised and personalised projects (**global care of disadvantaged people**);
- support and accompaniment modalities of companies to the placement of these people inside the company thus ensuring their real social and work integration (**global care of the company**).

Expected results:

The expected results have been:

- a validated model to support businesses during the placement and integration processes of disadvantaged people;
- a validated flexible and personalised model covering guidance and training, especially on-the-job training,

geared towards removing obstacles in the placement process.

By the end of the project, the DP would like the three subjects involved to have achieved the following results:

Businesses:

- increased organisational capacities so as to improve their culture of social inclusion;
- increased access to and user-friendliness of the workplace for disadvantaged people.

Disadvantaged people:

- developed professional and relational competences adapted to real workplace requirements;
- increased employment placements and long-term sustainability.

The service network:

- developed competences and tools for organisations involved in planning and managing employment placements and social inclusion;
- increased range of integration services involving both public and private structures.

Achieved results (up to September 2007):

- 1) Work orientation model for disadvantaged people was defined.
- 2) Work support model for disadvantaged people was defined.
- 3) Tools to analyse the needs and resources of disadvantaged people were defined.
- 4) Report was written on the strengths and weaknesses of placing disadvantaged people as highlighted by businesses.

- 5) Employment placement model was planned, plus tools and methods used to implement and recognise the model were defined.
- 6) Training paths for job coaches and company tutors were planned and the training model was validated.
- 7) Vocational guidance took charge of 611 people in January 2007.
- 8) 37 job coaches were trained.
- 9) 70 company tutors took the preparatory seminar and 31 finished their training working alongside the job coaches.
- 10) 60 disadvantaged people undertook the on-the-job preparation phase.
- 11) 56 disadvantaged people undertook the job-coaching phase.
- 12) 46 people were hired.
- 13) 14 businesses (446 employees) were involved in awareness-raising activities.
- 14) Territorial awareness was raised regarding the social-employment inclusion of disadvantaged people in productive contexts.

III Description of good practices

1. IMPACT AND INNOVATIVITY

- *Describe what kind of products and processes made meaningful changes in the economic, social and cultural context.*
- *Describe the innovative contents of the products and processes tested in the project?*

The “good practice” described hereinafter refers to the experimentation of a set of activities composing:

the support process of companies to the placement of disadvantaged people.

The single activities, described below, cannot be identified as single good practices.

The *outputs* and *processes* that have led to relevant changes in the economic, social and cultural context regard:

- the shared planning and delivery of training paths addressed to key figures of the placement process: end beneficiaries, job coaches and company tutors;
- the shared planning and experimentation of personalised placement projects aimed at increasing the efficacy and the sustainability through the contemporaneous care of the person and the company;
- the promotion activities on the inclusion culture in business contexts;
- system actions aimed at assessing the results of the paths, disseminate the good practice and strengthen the connections among the actors of the territory.

As to these outputs and process, the following innovative contents can be highlighted:

1. The realisation of **personalised work placement projects** for the disadvantaged people, for a real working sustainability intended as both time duration and in terms of professionalism development. This approach envisages the global care of the person thus determining the conditions for the identification of a new work placement model.

2. The creation of innovative training paths:

A) the paths *for disadvantaged people* are designed to improve their professional and relational skills in order to ensure said skills met real workplace requirements. Experimentation of the SOLE project envisages preliminary on-the-job training for disadvantaged people in order to pave the way for their arrival at the company and to promote their knowledge of the workplace by using methods personalised for both person and company, This approach overcomes the limits of traditional training with the use of individual courses that are streamline and flexible in terms of start-up and length (maximum 60 hours per person) and in terms of how the courses are conducted. This training is organised around the specific features of each productive environment and assigns a specific training role to the company tutor. The company is reimbursed for any productivity lost on account of this activity.

B) the paths *for the two key supporting roles* within the placement process (*job coach* and *company tutor*) are designed around complementary contents in order to bridge any gaps in mutual training needs; company-organisation training is given to job-coaches and placement-management training to company tutors. Company-tutor training meets criteria covering personalisation, organisational flexibility and specific environment needs.

3. The implementation of innovative actions geared towards **developing a company's culture of employment**

and social inclusion for disadvantaged people within a productive context. This is achieved by raising awareness among employees and collaborators and by encouraging them to set up work procedures that include those from disadvantaged backgrounds. These activities are designed and implemented around innovative methods based on comic theatre, which aims to introduce important issues (e.g. welcoming diversity, tolerance) with light-hearted, but thought-provoking methods. These activities are designed to be flexible and personalised in order to meet the features and requirements of the companies involved.

4. System actions geared towards **global care of the company** in order to support the company in the placement process and to reduce potential conflict between disadvantaged people and company employees. During the implementation of projects, the “private enterprise” system plays an active role in inclusion, breaking away from current thought that a company is forced to employ disadvantaged people and fined if they do not. The company is conceived and treated as an active participant in the placement process, not merely as a place where a disadvantaged person is placed. Indeed, it becomes a social and organisational environment with specific resources and features. Consequently, experimentation is based on personalised support plans.

5. An **innovative tool-creation system** has been implemented by organisations involved in planning and managing employment placement and social inclusion. The evaluation tools (both for people and companies) and the placement monitoring tools are jointly designed by operators in the social-health services, cooperatives and employment centres. The operators analyse pre-existing tools within a range of services and produce single shared models for experimentation.

6. **A Knowledge Management technology platform** has been created to capitalise on the knowledge created by the entire project, as well as to disseminate the tacit knowledge processes produced within the organisations involved. Furthermore an innovative system will be optimised so that integration services can be used both by public and private organisations.

7. **Cross-system action** was carried out within the territory to cover the different socio-economic contexts in both the public and private sectors. What emerged broke away from territorial logic in that ideas were devised to facilitate employment placement and placement sustainability. The project is working to turn current logic, which sees placement as imposed from above, into a wider logic of “concerted support”.

2. EFFECTIVENESS AND EFFICIENCY

- *Explain why and to whom the innovative products and processes are effective and efficient.*
- *Describe the results achieved at regional and national level.*

The SOLE project has strengthened the partnership started by the *Equal I Fase Nautilus* by merging it with another project, *Equal I Fase Vita*. This new partnership opened to profit enterprises by involving Unindustria di Padova, an employers association.

A project support network was also set up by a range of organisations that deal with the employment placement of disadvantaged people in the provinces of Padova and Venice. These organisations can also ensure that repercussions are felt and sustainability is promoted by disseminating the results produced by each individual activity.

These organisations already collaborate institutionally with one or more project partners, which ensures they can be easily involved in the implementation phase. The organisations include schools and professional institutes, an employers and employees association, the Regional Observatory for the Protection of People, the Regional Youth Observatory, a cooperative, an association, and Coordinamento Associazione Handicap from Padova.

The innovative solutions of the SOLE project described above are geared towards the needs of end beneficiaries, service operators and companies, i.e. towards all levels of this delicate process. The solutions are innovative because they adopt new, global and personalised approaches and methods for placing disabled people in companies. These approaches and methods are geared towards both the person as an individual and the company with its specific relational and work environment.

The decision to intervene within an already consolidated network of organisations present on the territory, providing it with innovative and shared tools and modalities and strengthening the connections, adds value to the already present human, cultural and organisational resources with relevant results in terms of efficacy, efficiency and sustainability.

Obstacles to implementing an innovative decision-making process were mainly encountered when attempting to involve companies actively in the launch of SOLE project activities.

Prejudice against placing disadvantaged people in employment is widespread and very often companies are not willing to employ a disadvantaged person. Companies often lack a culture of “disability and integration”; this may lead to discrimination against the disadvantaged person, who is sometimes excessively protected.

When placing a disadvantaged person, regardless of that person's difficulties, companies need to be shadowed and supported by qualified mediators who work alongside the company in the welcoming and initial placement phases. Mediators then continue to provide the company with personalised support after the disadvantaged person has been taken on in order to iron out any difficulties.

In addition to the aforementioned results, at **regional level**, SOLE is working on other Regione Veneto projects in order to work on *Tavoli Tematici Regionali*, or Regional Thematic Tables. SOLE is part of the thematic table on the employment placement of disadvantaged people, which has been used to research the issue. This research investigates how ordinary policies on the employment placement of disadvantaged people have changed and been innovated, with particular reference to two target groups: people with disabilities and adults over 45.

The objective of the research has been twofold:

- On the one hand to understand how policies change for precisely identifying the beneficiaries of future actions aimed at promoting and supporting the change;
- On the other hand to involve and raise the awareness of organisations and institution on the surveyed issues and to foreshadow possible future co-operations.

Considering that employment and work integration policies have their own change dynamics, we have wondered, more analytically, which are those dynamics. The common sense "points" the political and management top levels as the subjects holding the power of change. Nevertheless, a more careful observation identifies a network of key actors as influent in changing the course of policies. Besides people, the legislative or executive tools (such as Calls for proposals or tenders or regulations) are the possible occa-

sions through which to introduce new contents. Objective of the research has been to question on how the territory, as real seat of social and cultural changes, can incisively participate to the processes of public choice and decision.

The methodology was based on field research, which envisaged a series of semi-structured interviews as the main source of information. The interview style, which was narrative and experience-based, entailed asking interviewees to recount episodes, issues, and practical examples (e.g. What happened in that specific circumstance? What was actually done?). Interviewees were asked for their personal opinions on specific experiences (cases) and not for general or impersonal thoughts.

In addition to this research, SOLE's involvement in this Thematic Table envisages the participation in seminars on other projects regarding issues linked to the social inclusion and employment placement of disabled people.

At **national level**, the project's results were part of the *Mongolfiera* action project 3, where SOLE is working in a network with six other Italian projects.

During Equal action project 2, the *Mongolfiera* network DPs dealt with the problem of social and employment inclusion for different targets by devising and testing a range of solutions that could be used as good practice for the respective frameworks.

Action project 3 aims to promote the comparative analysis of experiments conducted within Equal action 2 which could be recognised as good practice. This will ensure practice logic is no longer purely descriptive and will enable actions and tools to be compared. It will also enable innovative activities and tools to be transferred and ensure the competences necessary are recognised.

This analysis and comparison, supported by a suitable methodology, has interested:

- the processes that link the different service activities coherently;
- the tools to organise, manage, coordinate and control integrated projects that connect a range of service actors in a network;
- the professional competences required for using the specific tools.

3. REPRODUCIBILITY AND TRANSFERABILITY

- *Describe if the innovative products and processes can be reproduced, adapted and transferred to other contexts.*

The good practice described could be transferred to an institutional/cultural/social situation similar to that in the Veneto, where one is already in place, or a network could be set up to encompass both private and public subjects who work with different, but complementary, methods in order to ensure the social and employment placement of disabled people in companies.

This is why it would be simpler and quicker to transfer these good practices to other Veneto provinces whose normative framework, active services, structures and culture resemble those in the provinces of Padova and Venezia where SOLE experimentation has taken place.

However, the tools and some modalities of intervention relating to the training of the operators, of the disadvantaged people and tutors as well as the support activities can be also used in different contexts.

4. SUSTAINABILITY

- *What measures (such as agreements, protocols, additional public and private financing, marketing of tested models and products, provision of new facilities, etc.) will be taken to ensure the stability and continuation of the achieved results, in the mid and long-term, after the conclusion of the project activities and financial support?*

In order to ensure the SOLE project is sustainable, new services will not be created from scratch as it would be difficult to keep these services running after the Equal project had been closed. Instead, project activities will be introduced to local services/structures that already deal with the social and employment placement of disadvantaged people:

- a. mainly the Employment Integration Services at the Local Health Units;
- b. local cooperatives
- c. Employment centres.

This decision will enable project initiatives to become an integral part of placing disadvantaged people and will ensure good practices continue after this project has finished. At present, the connections within the network are ensured by programme agreements; it is essential that the elements, come out from the experimentation phase (articulated training activities addressed to different actors of the process, economic support and accompaniment to companies, long-term monitoring of the placements) integrate the already existing agreements also through the resources allocated to them. The activity for the promotion of the culture of integration requires flexibility and continuous innovation. This activity will continue, in different ways, with the resources the network (companies, local authorities, social and health care services) will identify, also through new and creative modalities, in the “concerted” planning.

Iniziativa Comunitaria
EQUAL II PAIDEIA

I Project details

Title: Paideia

Code: IT-G2-PUG005

Country: Italia –Puglia

Leader: Alessandra Alfarano

Partnership: Maglie and Poggiardo Municipalities,
Onlus, Scuola, Hotel and catering school, Ageform,
confindustria

II Project description

Target group:

- Individuals involved in disadvantaged situations from the social and employment point of view.
- Services on the territory dealing with unemployment issues (social services, employment centre, training agencies)

Aims:

The project deals with the employability, therefore it aims:

- To facilitate the job market access for individuals with integration issues.

The project deals with topics such as the improvement and empowering of all the modalities, concerning the professional integration and the job market access.

As far as the employment of individuals with social, environmental and family issues concerned, they are part of the task carried out by both public and private bodies, such as:

- school
- local bodies and municipalities ;
- education and training bodies;
- the production system.

The project aims to involve all these subjects, in order to create a range of common and established modalities, allowing empowering the existing services, to create innovative and more adequate services dealing with the job market access.

Expected results:

WITH REFERENCE TO SYSTEMS:

- Change significantly and in the long term action policy and operation process;
- Provide the network with new services (observatory) and new methodologies (negotiation agencies)
- Define the standard supporting modality for the disabled subject.

WITH REFERENCE TO STRUCTURES:

- Facilitate the employment path by means of a training and guidance centre.

Achieved results:

- creation of a data base
- creation of a new guidance and subject supporting centre.
- definition of a professional profile

III Good practice analysis

1. Impact and innovativity

- *Description of products significantly changing the economic, social and cultural system.*
- *Description of the innovative products and process tested during the project implementation*

The activities implemented during the *Paideia* project involve the widest opportunities in terms of information, instructions, materials, supports, instruments and technolo-

gies, which allow the subjects, especially the weakest from the social point of view, to undertake personal paths by means of a continuous arrangement of their own cognitive field.

Paideia sets the basis for a new social forma mentis aiming at facilitating the working guidance paths and at widening the chances of access to job market, for all those subjects disadvantaged from the social, economic and environment point of view.

Therefore, the project aim is to implement instruments of social operating such as activities of **guidance, training, individual supports involving a staff of experts and counseling. While, the Resource Centre** (by means of which it is possible to supply a wide range of service) is a further methodology included in the field of products and procedures. Such activities allow to operate in the long term and to develop a new mentality aiming at approaching and welcoming the target group in the social promotion service and in structures adequate to carry out guidance and training. Parallel to this, the necessity of make the subject aware of his skills and competences, and therefore more confident, with self-guidance attitude and able to propose himself. In this context it is possible to promote projects and create new service, which can arrange personal growth paths, aiming at developing in the disadvantaged subject new integrative skills. The implementation of all these activities (service to person) could determine the creation of new integration forms in the job market. In this framework, it is possible to assert that a new operative model, from which social policies and welfare systems can adopt strategies of support, will be searched. It is possible, therefore, to introduce the concept of good practice, which is firstly referred to interventions aiming at defining new service and structures in the long term, and secondly to those methods

able to solve all these problems included in the daily reality.

The results of instruments and methodologies implemented during the project could be fully evaluated after three or five year.

2. Effectiveness and efficiency

- *Explanation of the reasons why products and processes are effective and efficient.*
- *Description of the achieved results at national and regional level.*

Innovation, effectiveness and efficiency are related to the ability of being dynamic and up-to-date.

This is the reason why **training, guidance, individual support** and **counselling** in the **Resource Centre** become efficient and effective both for users and experts involved in different ways in the project. Parallel to the selection and identification of the target group, a series of connections with the entire territory is established aiming to the social collecting, the opening of front office service in the main Municipalities will be afterward, in order to welcome the beneficiaries and to supply the collecting cards, which allow a complete screening and the processing and analysis of data.

This approach allows the creation of a conceptual structure connected with methods and scientific techniques, which facilitate the good practice spreading.

From this process/path a **negotiation agency** is created, which can be seen as a number of working table, specialized in the needs identification and in the planning of intervention models. In this framework, experts in this field (psychologist and guidance experts) and target group individuals are both involved.

As regards the good practice, a creation of a working group involving different individuals of the target group, divided according to the typology of social disadvantage, allowed to identify needs and difficulties related to the job market access and to implement the intervention models.

Furthermore, the relationship with users is strengthened by the creation of an *observatory* aiming at a *data base* arrangement. As far as systems are concerned, it is possible to expect significant changes referred to the action policy and intervention processes, in addition to the network of service addressed to the subject, observatory and negotiation agencies. While as regards the structures, the operating modalities facilitate the working integration paths by means of the guidance and training centre. Results able to stimulate the target group to accomplish a personal balance in terms of professional life are expected, because by means of this result the subject can identify his main attitudes and can increase his motivation to work.

It is vital to underline the importance of an appropriate knowledge of the job market and its offers and the importance of acquiring transversal competences such as time and job arrangement, relationship abilities, computer literacy, fluency in a foreign language and all those instruments necessary to live in the post-modern society.

A further element to take into consideration is the formation and training of the human resources: it is basic to pick a subject able to establish a dialogue and a relationship with customers, able to keep control on the product and to speak English fluently.

As regards the small companies (structures with few employees) it is not always possible to recruit a commercial policy expert, especially in the field of foreign relationship. It is necessary, in this case, to carry out a training involving the human resources. The staff training, the company structure arrangement, the production flexibility are the

main elements for a modern and appropriate management of a company. Investments in the fields of management and training are a priority, which must be considered carefully.

Training paths adequate to the job market needs, such as the course in “*Promoter of photovoltaic plants in the small and medium reality*” cannot be identified because of the lack of an official code, since it is a new competence. Therefore, staffs is committed to defining a legislative “point of view”, which could be a starting point for the Region in order to define a new professional profile. In this framework, the Region body could be involved in the spreading of the good practice and could play a dynamic role in the training field.

3. Possibility of adjusting the innovative aspects, referred to products and process, to different contexts

Paideia actions allow reflecting about the *initiative transfer*, because it affects those procedures, outside the traditional and static company, helping companies to understand the innovative and technological needs and to reflect on all the instruments possible to exploit in the future.

All the areas involved in the planning and arrangement of new companies, local development, service improvement and entrepreneurship increasing represent the ideal “place” to develop all the actions included in the project, which as a whole can promote project and/or create new service helping the “disadvantaged individual” to acquire new competences and skills.

4. Maintenance and sustainability of the new decision (product and process)

To arrange an intervention means to produce an image of the reality able to anticipate the accomplishment and to change the direction, this is why both the expected actions

and the consequent good practice must effectively reply to the concept of interventions sustainability.

In this direction, one of the *Paideia* project guidelines involves the creation of a network made up of more and more social areas, such as local Administration, market and service sector, which by means of the interaction determine the creation of innovative paths, thanks to the network between companies and professional education field, represented by the training agencies. This system allows to reduce the distance existing between the job market and the individual instruments, such as guidance, pre-training, by establishing social paths for training and job as well.

Nowadays to guide and to train mean to experiment new strategies for the requalification and/or qualification of skills and personal profiles, which can properly reply to the job market needs.

The role of private entrepreneurs, development actors, company and training system is clearly affected by the technological innovation, which allows to accelerate procedures, decrease expenses and reduce times.

Therefore, the proper functioning of a system can occur when agreement and coordination occur, that is when all the actors properly play their role. This is the “paradigm of the new”, which is to occur in any socio-economic reality.

The intervention sustainability is an operative/innovative methodology included in the project, which allows a useful dialogue in the referred economic system.

Agreements, protocols, conventions signed among partners lead to a circuit, which forces to proceed with a further implementation of innovative solutions able to carry the network of the social areas (Public Bodies and social organizations). This network could be thought as a structure element belonging to the accomplishment area, which guarantees a planned program able to ensure the continuity of the interventions.