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Experiences with a method for Inclusive Work Redesign



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Background

Work has changed in de last decades...



- Rapid shift from the primary sector industries towards services and the knowledge-intensive economy
- Technical developments
- Globalisation

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Consequences

- Shift from physical to mental work demands
- The complexity of work has increased
- The start qualification to enter the labor market has been raised
- A growing number of 'people with a large distance to the labor market'.
- Vacancies that cannot be filled caused by a miss match in the labor market.

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'People with a large distance to the labor market'.

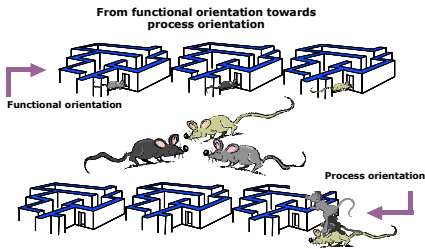
Definition:
low educated and/or mental or physical disabled people, who are unable to participate on the labor market without help.
(Van Ruitenbeek et al., 2013).

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Inclusive Work Redesign a method to bridge the gap

Basic principle of the method
From functional orientation towards process orientation



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Inclusive Redesign Method

Dutch abbreviation: methode-IHW

Aim:

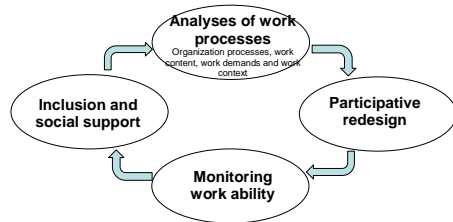
- Creation of non-complex work in mainstream organizations to facilitate participation of people with a large distance to the labor market.

Principle:

- By task differentiation, work can be divided in such a way that the talent and capacity of total workforce can be exploited.

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Key processes of the method



Research method

- A responsive evaluation approach was used (a qualitative research method).
- Distinctive feature of the responsive evaluation: the dialogue with and between the different stakeholders about the meaning and interest of the changes.

Results

- Non complex work has been created on a large scale in one organization (ca. 3% of the workforce/average duration of placement 13,7 months)
- The time-investment in the initial period pays for itself in terms of performance, development and durability of the employment contract.
- The responsive evaluation approach turned out to be effective from theoretical and practical perspective.

Conclusion

- The results suggest that the method IHW is effective for the creation of sustainable employment for the target group.
- Although the method has not yet been widely applied, the results suggest that it can be used in a variety of companies to enable the integration of the target group.
- However, it is a complex and labor-intensive method that requires expertise in the execution of the analysis and the assessment of the target group.

Publication in Dutch

Van Ruitenbeek, G.M.C, Mulder, M.J.G.P, Zijlstra, F.R.H., Nijhuis, F. J.N., & Mulders, H.P.G. (2013). Een alternatieve benadering voor herontwerp van werk. Ervaringen met de methode Inclusief Herontwerp Werkprocessen. *Gedrag & Organisatie*, 26, 104-122.

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