



# **A Research on the Roles and Collaborative Supports for Employment and Job Retention of Persons with Disabilities among Related Service Providers and Professionals**

## **(Research Report No.147) Summary**

### **[Keywords]**

supported employment, inclusive employment, workshop, human resources development, network

### **[Points for Practical Purpose]**

Ultimately, the purpose of employment and job retention supports for persons with disabilities is for a wide range of stakeholders to manage an inclusive company, workplace, and community for people with disabilities and illnesses. We compiled domestic and international positive use cases and new ideas obtained in workshops into a primer booklet for a wide range of related service providers and professionals. The booklet is expected to be used in workshops etc. by the wide range of community stakeholders for sharing the vision and promoting collaboration under common goals.

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## **2. Research Period**

FY2017 to 2018

## **3. Composition of the Research Report**

Chapter 1: Research Background, Purpose and Method

Chapter 2: International Trends in Supported Employment

Chapter 3: Role Assignment and Collaboration Workshop for Supporting Employment for Persons with Disabilities

Chapter 4: Interview Surveys of Positive Use Cases of the Region and Organization

Chapter 5: Utilization and Dissemination of Research Achievements

Chapter 6: Conclusion and Future Challenges

## **4. Background and Purpose of Research**

### **(1) Background**

Through large-scale surveys and quantitative analysis in our center's prior researches, it is shown that the "effective supports for employment and settling into the workplace of persons with disabilities" and the "human resource development and regional network formation of related regional organizations and occupations" are two urgent issues which are inextricably linked as social system challenges in Japan. For the comprehensive solution of these challenges, the key "leverage points (point of problem structure)" are "sharing the vision of success" and "activation of system thinking based on the 'common base for supporting the employment of people with disabilities'."

- Comprehensive issues of "effective supports for employment and settling into the workplace of persons with disabilities" and "human resource development and regional network formation of related regional organizations and occupations": According to the survey analysis results in previous research, "effective supports for employment and settling into the workplace of persons with disabilities" and the "human resource development and regional network formation of related regional organizations and

occupations", which are currently urgent issues in Japan, from the point of view of the "social system", it can be said that they are inextricably linked challenges.

- Leverage points for promoting a virtuous circle of employment supports for disabled people: Based on the system analysis of the survey results, leverage points that lead to a virtuous circle of quantitative and qualitative improvement of human resources and regional networks that support employment and reinstating of persons with disabilities and illnesses in the future is the "sharing the vision of success" and "activation of system thinking based on the 'common base for supporting the employment of people with disabilities.'" These specifically point to the importance of sharing more successful cases and visions that can achieve the desired purpose by demonstrating their expertise in response to the growing interest in supports for employment of persons with disabilities from relevant fields such as health care, welfare and education in the region, and the importance to implement more systematically and effectively the system of sharing roles and collaboration among multiple institutions and occupations that are presently often carried out implicitly by "face-to-face relationship" in "informal" ways in local field sites.

## (2) Purpose

The purpose of this research is to clarify the specific way of sharing roles and collaboration between related organizations and occupations to support both disabled people and companies from before and after employment through implementation of things such as model workshops of related organizations and organizations in the area around vocational rehabilitation based on the "common base for supporting the employment of people with disabilities" and by collecting and analyzing relevant information domestically and internationally.

- Based on the "common base for supporting the employment of people with disabilities" revealed by quantitative analysis of prior research for "sharing the vision of success," we intended to structurally understand various positive use cases from various organizations and occupations domestically and internationally, which were tacit knowledge difficult to be verbalized, and deepen the understanding of the "common base for supporting the employment of people with disabilities."
- For "activation of system thinking based on the 'common base for supporting the employment of people with disabilities,'" utilizing the technique of "workshop", we designed programs for activation based on previous research and decided to verify the result.

## 5. Research Method

Based on the "common base for supporting the employment of people with disabilities" indicated from quantitative analysis in previous research, focusing on "sharing the vision of

success" and "activation of system thinking based on the 'common base for supporting the employment of people with disabilities'" which are "leverage points" to promote efforts of related parties, we deepen the understanding while confirming the contents from a more qualitative and practical viewpoint, and designed the research to be a balanced and comprehensive research of quantitative analysis and qualitative and practical point of view. Specifically, we conducted a research on similar trends overseas, verified activation of system thinking with workshop techniques, collected specific approach examples in the workshops, and collected domestic success cases.

#### (1) Collection of Positive Use Cases of Various Related Organizations and Occupations in Foreign Countries with Supported Employment

Regarding the way of employment support for disabled people in other countries, an international comparison is often difficult due to differences in systems and history. However, through previous research, we have confirmed that the social system-like structure and specific content of "common base for supporting the employment of people with disabilities" in Japan are almost the same as the "supported employment" developed and promoted in the United States.

Conveniently, the "1st World Conference on Supported Employment; Employment for All - A Global Perspective" was held from 14 to 16 June 2017 in Belfast, Northern Ireland. This was after the United Nations Convention on the Rights of Persons with Disabilities, and was the world's first meeting where countries with large differences in culture, history, and employment system for persons with disabilities, such as countries in Europe, the United States, Canada, Australia, etc., met together to exchange information on employment support for persons with disabilities.

Participating in the convention, among the positive use cases of international "supported employment," we collected information on what kind of approaches were made by people involved in supporting employment and settling into the workplace, including the diversity of history, cultural background, and social systems.

#### (2) Activation of System Thinking by Potential Organizations and Occupations

- Holding a Role Assignment and Collaboration Workshop for Supporting Employment for Persons with Disabilities

A "workshop" is a place where you "actively participating members create creation and learning through collaborative experiences," born in the United States as a technique for solving personal, organizational, and social problems, and developed in various ways.

Using its various techniques, we prepared for the participants with diverse interests and specialties to achieve common awareness and common goals through the "common base for

supporting the employment of people with disabilities", and based on that, the participants used their respective specialties to examine specific roles and collaborations in support of employment and settling into the workplace (Table 1). In particular, regarding the human resource development and of employment support for disabled people and the regional network, we did not limit the considerations to the quantitative expansion of the current employment support for disabled people, and also specified the possibility that quantitative and qualitative development can be achieved by the relevant organizations and occupations that support the vocational life of people with disabilities and diseases in a broad sense, by performing role sharing and collaboration that makes use of their respective specialties. In addition, we also considered a methodology that systematically carries out the process of examining role sharing and the way of collaboration, which are conventionally performed implicitly at local support sites.

Table 1: Workshop Implementation Status

	Workshop Participants	Implementation Cooperators	Aim
1	About 60 people, including social insurance workers, administrative staff, social welfare corporation staff, and others	Hiroshima Social Insurance Workers Association	Role examination of social insurance workers for employment support for people with disabilities and patients
2	About 60 people, including administrative staff, special needs school teachers, and others	Mombetsu Junior Chamber	Regional vitalization by the cooperation of local companies, administration, and special needs schools
3	About 10 people, including social welfare corporation staff and others	Fukuoka Vocational Center for Persons with Disabilities	Employment support seminar for people with developmental disabilities
4	About 70 people, including medical and health institution staff, public employment security offices, social welfare corporation staff, patients, and others	Oita Prefecture Intractable Disease Consultation Support Center	The collaboration of medical care, welfare, and labor for employment support in local intractable disease measures
5	About 30 people, including Independence Support Council, social welfare corporation staff, and others	Meguro-ku Social Welfare Corporation	A new approach to employment support at local welfare institutions for people with disabilities
6	About 40 people, including employers of disabled people and others	Japan Association of Employers of Persons with Severe Disabilities Tokyo Branch	Version upgrade of employment support for people with disabilities
7	About 80 people, including disabled persons, patient groups, administration, employment support organizations, and medical care professionals	Nishi-harima General Rehabilitation Center	Role of medical institutions in comprehensive support for treatment, life, and employment of intractable neurological diseases
8	About 30 + 50 people, including persons with mental disabilities, health care, welfare, education, labor-related supporters, and companies	Recovery Caravan	Collaboration between recovery support and employment support for persons with mental disability and developmental disability
9	About 50 people, including Tokai area national public university employment counselors, counselors, and employment assistant staff	Nagoya University Center for Student Counseling	Employment support in response to the increase in acceptance of people with disability in higher education institutions

### (3) Structural Analysis and Verbalization of Positive Use Cases by Related Regional Organizations and Occupations

Regarding the positive use cases of integrated employment support for disabled people of employment and settling into the workplace by related organizations and occupations, which were conventionally "implicit" and always difficult to understand clearly, we conducted an interview survey to structurally verbalize the following three points, which are particularly important points in contrast to the conventional efforts often found in related organizations and occupations, based on the "common base for supporting the employment of people with disabilities."

- Integrated support for job preparation and settling into the workplace from both the persons and the company
- Job searching support to aim for a professional career
- Continuous follow-up system for the persons and workplace

## **6. Summarized Results of the Study**

Currently, internationally, support for job searching and settling into the workplace for persons with disabilities goes beyond individual supports or interdisciplinary support team and programs, into more comprehensive efforts involving companies, workplaces, and various regional stakeholders, and we confirmed that human resource development and network promotion for that purpose have become full-fledged. Even in Japan, we were able to confirm the possibility of role sharing and collaboration to support the vocational life of people with disabilities and diseases from a wide range of stakeholders, and the workshop was also effective as a methodology for promoting those possibilities.

### (1) International Trends in Supported Employment

- Development of Inclusive Companies, Workplace, and Local Communities for Employment and Settling into the Workplace by General Employment

Based on the "Handbook: Supported Employment" published in 2014 by the World Association for Supported Employment (WASE) and the International Labour Organization (ILO), the "1st World Conference on "Supported Employment"" in 2017, and the latest trends of the United States which is the birthplace of "Supported Employment," we confirmed that what is referred to as "supported employment" internationally is the same as the "common base for supporting the employment of people with disabilities" confirmed in previous research, and currently as a universal vision to "create an inclusive company, workplace and community for people with

disabilities and illnesses," we have confirmed that while various systems and services are integrated, multilateral and international sharing of successful cases and problem recognition is being activated.

- As a current international consensus, "supported employment" is a universal approach to "support people with disabilities getting a paid work in the general labor market and enable them to continue work" and is a universal idea in itself similar to the "common base for supporting the employment of people with disabilities," which is the creation of an inclusive company, workplace, and community, which includes "support offered by job coaches\*" as interpersonal support and support programs done by multi-skilled teams.

(\*In order to assist persons with intellectual disabilities and persons with mental disabilities in smoothly adjusting to the workplace, the centers dispatch job coaches to workplaces to provide direct and professional support to such persons and their employers based on individual disability traits.)

- The participants of the 1st World Conference on "Supported Employment" were 650 people from 48 countries, where 80 seminars, presentations and panel discussions were conducted, topic including the "right to work" from the perspective of disabled persons, the "economy and employers" from the perspective of business owners, the "tools and support methods" from the perspective of specialized support personnel in various fields, and the "legal framework and policy" regarding administrative officials and international comparisons. We confirmed the spread of support approaches and problem awareness, including problem-preventive, environmental and social improvements in actual work situations which were combined with cross-sectoral support according to each person's needs and integrated with corporate activities and local communities by a wide range of stakeholders such as persons with disabilities, businesses and workplaces, supporters in various fields, and administrative officials, going beyond the historical context, legal system and cultural background of each country.
- In addition, from the research findings of the situation that the United States has changed from having no disabled employment quota system, to the system to set numerical targets for employment of persons with disabilities becoming full-fledged, we have confirmed that prohibition of discrimination for persons with disabilities, reasonable accommodation, employment quota system for persons with disabilities, and supported employment have combined, and the employment for persons with disabilities was promoted by new ideas such as "utilization of regional support for reasonable accommodation to improve corporate productivity" and "creating a workplace that makes it easy to disclose disability in order to recruit and retain top talent in the region."

## (2) Achievements of the Role Assignment and Collaboration Workshop for Supporting Employment for Persons with Disabilities

- Possibility of role assignment and collaboration by demonstrating the expertise of a variety of related regional organizations, occupations, and companies based on an understanding of the overall picture of support for employment and settling into the workplace

We confirmed that the workshop approach, in which various institutions, occupations, etc. from a wide range of fields find the way of role assignment and collaboration by themselves based on the "common base for supporting the employment of people with disabilities," could be a systematic and effective methodology for human resource development and regional network promotion in order to make it possible to support the vocational life of people with disabilities and illnesses, by effectively utilizing their specialties and social resources, and going beyond the silo mentality, including regional officials who had a weak relationship with employment support for persons with disabilities (Table 2).

Table 2: Trends in Ideas of Role Assignment and Collaboration Obtained from the Group Work Participants of the Workshops

Workshop Themes	Composition of Participants	Idea Trends within the Group Work
Role examination of social insurance workers for employment support for disabled people and patients	Mainly Social Insurance Workers	Various support idea contents from the perspective of the company side and the worker side from employment to employment continuation related directly and indirectly as a social insurance worker
Regional vitalization by the cooperation of local companies, administration, and special needs schools	Junior Chamber members, special needs schools, administration	Various ideas from various participants such as company, school staff, disabled persons, and administration
Employment support seminar for people with developmental disabilities	People concerned with employment support in the field of welfare	Diverse and specific ideas for support on both sides of the disabled person and the workplace continued from pre-employment job preparation, pre-employment, and post-employment
The collaboration of medical care, welfare, and labor for employment support in local intractable disease measures	Concerned persons of intractable disease control, concerned persons	Many specific issues in the area, and multi-faceted ideas about the possibility of support
A new approach to employment support at local welfare institutions for people with disabilities	Persons concerned with welfare for disabled people	Ideas regarding while there is a high level of awareness including the psychological aspects of people with disabilities before employment, about the issues for working and support issues in relation to companies
Version upgrade of employment support for people with disabilities	Employers of persons with disabilities	Many ideas that provide new solutions to the challenges faced by corporate employers of disabled people
Role of medical institutions in comprehensive support for treatment, life, and employment of intractable neurological diseases	Intractable disease health and medical personnel, intractable diseased persons	(Many ideas such as the role of supporting the balance between work and treatment involving medical personnel and public health nurses, collaboration with job search and retention support by such as intractable disease patient employment supporters, and how the patients should think)
Employment support in response to the increase in acceptance of people with disabilities in higher education institutions	University student counselors, etc.	Ideas such as regarding the challenges for collaboration between career support at the university for people such as with developmental disabilities and health support, and self-understanding support utilizing internships in collaboration with companies

\*Data regarding the "Role of medical institutions in comprehensive support for treatment, life and employment of intractable neurological diseases" was collected by questionnaire after the general exchange meeting (optional information).



- By having the wide range of diverse organizations and occupations that support the "vocational life" of people with disabilities and diseases in the community in a broad sense utilize the "common base for supporting the employment of people with disabilities," and having a common goal of "integrated support by multidisciplinary collaboration of vocational life of people with disabilities and diseases," many specific ideas of role assignment and collaboration that each could demonstrate and be involved were shown in the workshops.
- In a short time of 3 hours or less, the common understanding of employment support for disabled people, which has traditionally been often shared implicitly at local support sites, was formed, and the effectiveness and possibility for future development of workshops as a methodology for collaboration and clarification of the role of various institutions and occupations in a wide range of fields was confirmed.

### (3) Interview Survey of Positive Use Cases of Related Regional Organizations and Occupations

By analyzing the positive use cases of our country's employment supports for persons with disabilities by related regional organizations and occupations based on the "common base for supporting the employment of people with disabilities", we were able to specifically confirm the situation where various related organizations and occupations have effectively achieved their common goals by effectively utilizing their respective specialties, which was conventionally "implicit" and the whole picture was not always clearly understood, the overview of the situation in which role sharing and collaboration with other agencies and occupations in the area are effectively carried out, and the challenges for relevant organizations and occupations to consciously verbalize those overviews.

#### A. Integrated Support for Job Preparation and Settling in for Both the Person and the Company

In the positive use cases in which the interview survey was conducted, all approached companies by taking advantage of the characteristics and strengths of each field and developed integrated support.

- Welfare field: Sharing of problems, know-how and company information progressed from the study sessions in the region, and it led to the understanding of the needs of both the job seeker and the recruiter.
- Medical field: Taking advantage of the strength of a corporation in which many types of work exist, they provided one-stop support from in-hospital vocational preparation to settling in focusing on the patient needs by multi-sectoral collaboration, and after employment, they implemented recommendations for risk management for companies.
- Educational field: Regular study meetings between the local work transition support

providers and the university consultation counter provided an opportunity to learn about each other's situations.

- Company: In employment with people with developmental disabilities, in cooperation with local employment support organizations, integrated support from employment to settling into the workplace was developed centralized by the company-employed job coach form.

#### B. Job Searching Support to aim for a Professional Career

Not only disabilities but also individual strengths were demonstrated appropriately, and some measures have been taken to reconsider the characteristics of disabilities as a benefit to the company.

- Welfare field: The characteristics of the persons were fully understood through in-house sheltered work programs at recycling plants.
- Medical field: Focused on medical support, and clarified their stance that the strength of the person is something the company should identify, and promoted the division of roles and collaboration with the company side.
- Company: There were approaches such as redesigning job content by having employees handle a task they are good at with multiple people and working together to complete a single task, and promoting a common understanding between support agencies and companies about the person's strengths and weaknesses using a Navigation Book.

#### C. Continuous Follow-up System for the Persons and Workplace

Taking advantage of the characteristics of each organization, we decided to support the settlement in collaboration with not only the persons but also the company, and there were cases where this led to the continuation of employment.

- Welfare field: In addition to individualized settlement support, the workers were commended for continued employment at the "Workers Encouragement Meeting."
- Medical field: Support in which the role of the company and medical care were clarified was developed, where the goal was not to become employed, but rather to achieve continued employment. In addition, they were also working on coordination support for cases of leaving work where approaching is difficult from the company side.
- Company: The existence of related regional organizations that they can consult any time after employment has led to a sense of security for continued employment. In the case of continued employment, there was also an example of career improvement such as internal recruitment from other departments.

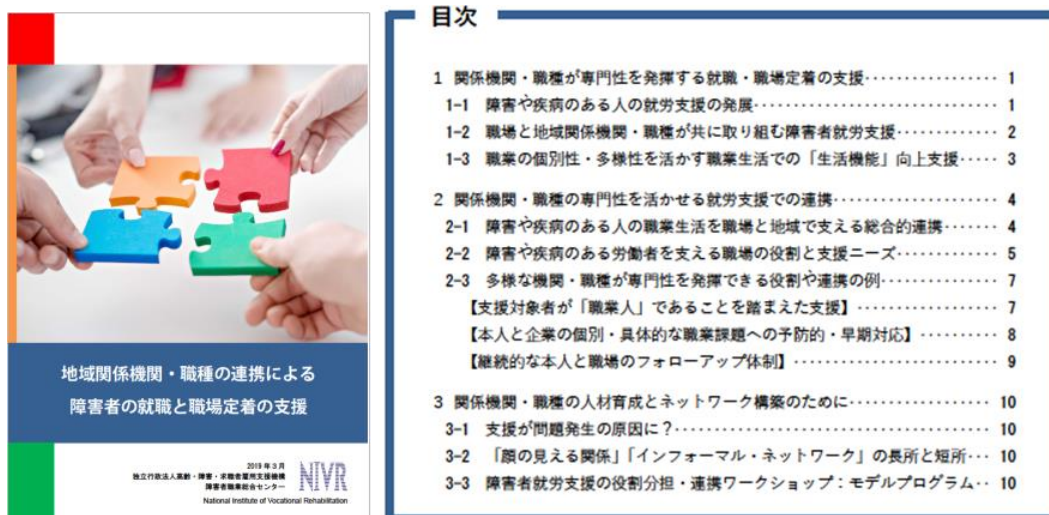
## 7. Related Research Achievement Results

In order for stakeholders to work on comprehensive solutions for "effective support for employment and settling into the workplace of persons with disabilities" and the "human

resource development and regional network formation of related regional organizations and occupations", we created a manual for the leverage points of "sharing the vision of success" and "activation of system thinking based on the 'common base for supporting the employment of people with disabilities,'" and decided to promote it via the internet etc.

In the 12-page simple educational booklet "Employment and Job Retention Supports for Persons with Disabilities through Collaboration of Related Service Providers and Professionals", the following contents were shown in an easy-to-understand manner.

- The basic concept of "creating an inclusive community and workplace" as the latest version of supporting employment for people with disabilities
- Successful cases of supporting employment and job retention achieved by various stakeholders
- Concrete methodology using system thinking for examination of roles and collaboration



Manual based on the results of this research

“Employment and Job Retention Supports for Persons with Disabilities through Collaboration of Related Service Providers and Professionals”