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Luxembourg's leading network for Corporate Responsibility  
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Editorial	6
Foreword	7

<b>SOURCING</b> .....	<b>11</b>
Issues	13
Good practice: Sodexo	15
In brief: How can we go further?	21

<b>ROLE OF MANAGEMENT AND THE WORKPLACE</b> .....	<b>23</b>
Issues	25
Good practice: Deloitte, Info-Handicap, Post Luxembourg & CGI	27
In brief: How can we go further?	37

<b>JOB RETENTION</b> .....	<b>39</b>
Issues	41
Good practice: City of Luxembourg, Differdange & BIL	43
In brief: How can we go further?	51
Let's take action!	53

<b>PERFORMANCE AND PRODUCTIVITY</b> .....	<b>57</b>
Issues	59
Good practice: ADL Automotive, Hogan Lovells & Cooperations	61
In brief: How can we go further?	63
Let's take action!	65

<b>Acknowledgements</b>	69
<b>Annexes</b>	71
Project sheet: Company	71



LE MINISTRE DE  
L'EMPLOI, DE LA  
FORMATION  
PROFESSEUR



LE MINISTRE DE LA  
COOPÉRATION  
INTERNATIONALE  
ET DU DÉVELOPPEMENT  
DURABLE



# (HANDI) cap'emploi



# “ Editorial



*Every person should be able to participate in social and professional life on an equal basis, whether or not they have a disability. In the workplace, the subject of disability is often still a taboo subject because it is associated with poorer performance due to the many prejudices that persist.*

*In order to move towards a more inclusive society, employers - important actors of inclusion - need to provide the necessary means to integrate people with disabilities into their organisation and to keep them in employment.*

*However, we do not necessarily give ourselves the means, including time, to analyse, reflect, test and formalise, even though it is recognised that a "disability policy" promotes diversity, which contributes to better performance of the organisation and/or the company.*

*This is why this publication is of particular interest. It highlights the good inclusion practices of some employers and points out the challenges they may face.*

*I am very grateful to the 12 organisations involved in the inter-company working group for sharing practices, thoughts and ideas for solutions, helping employers to move forward on the issue of inclusion of people with disabilities.*

*I hope that the publication serves as an inspiration and encourages other employers to become inclusive as well!*

**Corinne Cahen**  
Minister for Family and Integration

# Foreword

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## History

IMS Luxembourg's commitment to the inclusion of people with disabilities began in 2015 with a first version of the (Handi)Cap Emploi project aimed at creating links between employers and people with disabilities seeking employment. This project has made it possible to publish a practical guide for employers, to raise awareness of the issue of disability in the workplace, but also to give a chance to certain talents who are far removed from the ordinary job market.

However, this project also highlighted the need for employers to be equipped and supported in their inclusive approach. This is how the idea of creating an inter-company working group emerged, in order to allow organisations wishing to make progress on the issue of the inclusion of people with disabilities to exchange and share the practices implemented by each of them. This approach has thus made it possible to build a collective reflection and knowledge around good inclusion practices.

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Access the Practical  
Guide online



## Methodology

During 7 workshops, the working group collectively reflected on the concept of disability and the challenges facing employers. 7 themes were chosen by the working group in order to deepen the exchanges, among the thirty or so identified during the first workshop.

- ▶ SOURCING
- ▶ THE ROLE OF MANAGEMENT
- ▶ THE WORKING GROUP
- ▶ JOB RETENTION
- ▶ THE RETURN TO THE POST
- ▶ PRODUCTIVITY AND PERFORMANCE

Each of these themes was the subject of workshop work in order to:

- Identify the issue in relation to the topic
- Highlighting good practices and solutions to go further.

These thematic workshops have thus brought to light a series of practices already in place within the participating organisations, although sometimes not very well promoted on this subject. They allow us to broaden our collective knowledge of possible solutions (although not exhaustive) and to draw inspiration from each other.

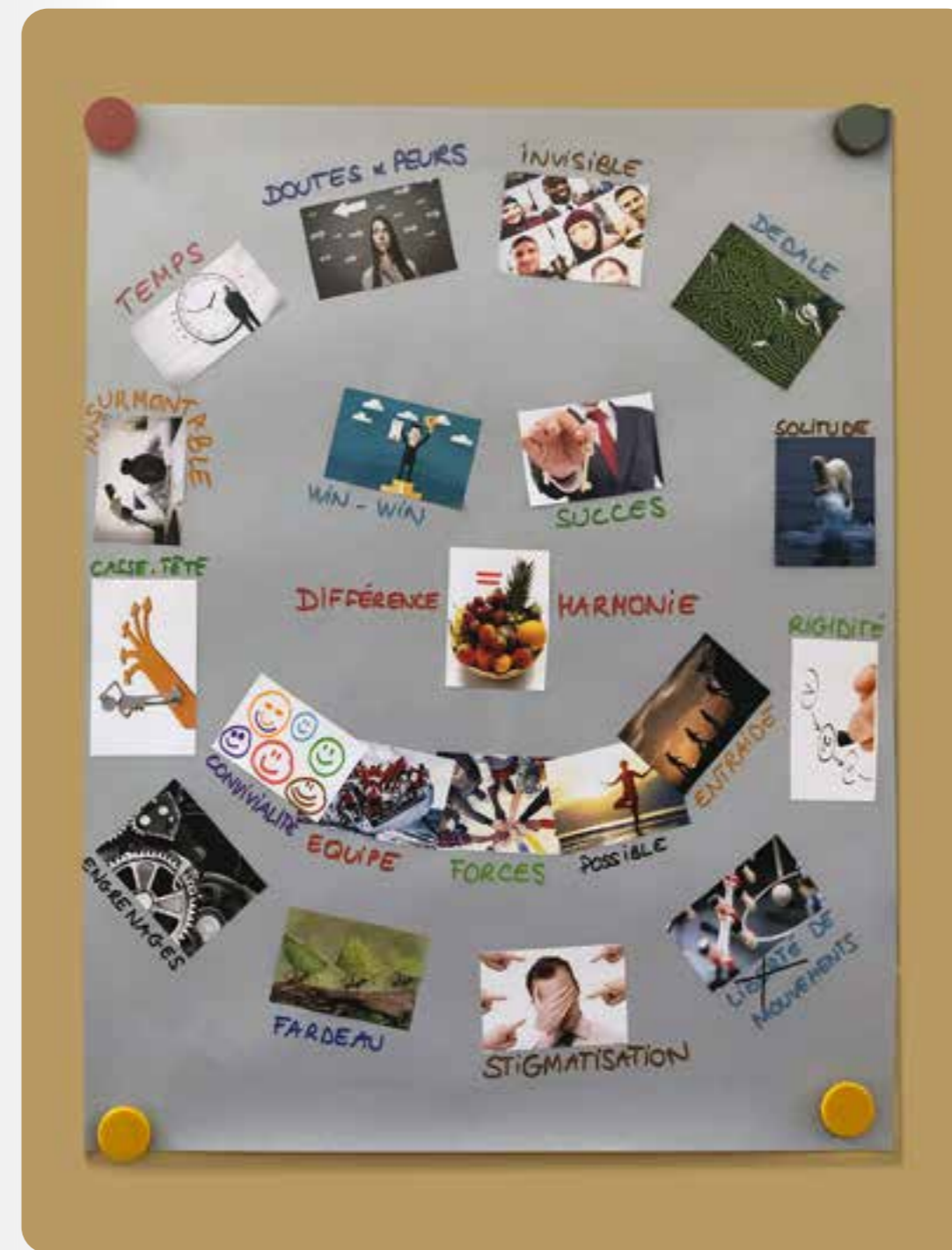
The results of this pooling are shared with you in this e-book.

Beyond the reflection and sharing of practices, the participating organisations also reflected on project ideas that they would like to implement within their respective structures. This has resulted in a series of "Project projects" with a dual purpose:

1. **Sharing ideas on how to implement an inclusion project**
2. **Encouraging you to become actors of inclusion by enriching these projects.**

The participating organisations demonstrated their willingness to act by putting (Handi)Cap Emploi into practice.

Are you ready to join this movement?



1



# SOURCING

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# SOURCING

## ISSUES

*Uncertainty is at the heart of the sourcing issue.*

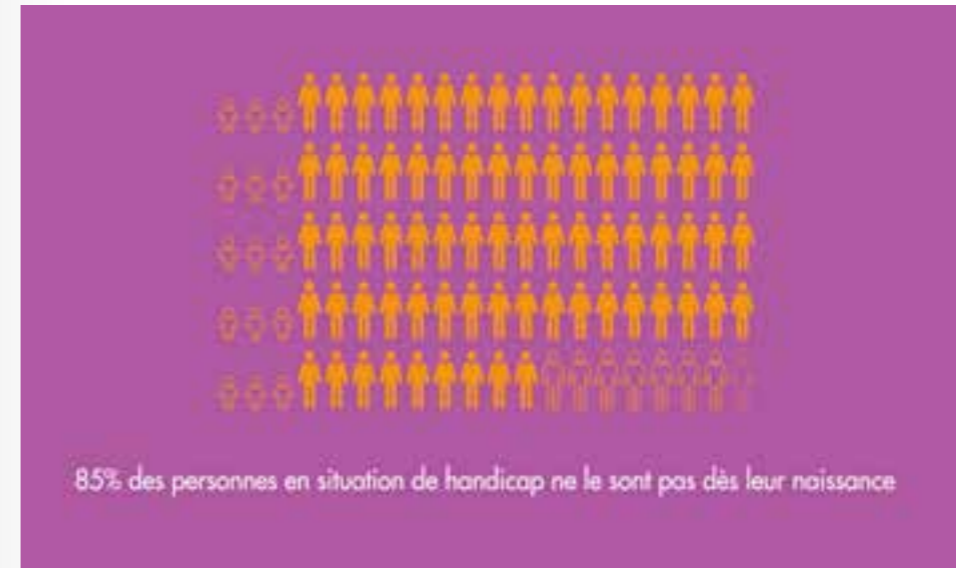
Indeed, the working group identified, both on the side of employers and on the side of people with disabilities, uncertainty, hesitations and reservations about the feasibility of this desired inclusion in the ordinary labour market.

There are still preconceived ideas about the employability of people with disabilities. They are considered a priori as a relatively homogeneous group that is difficult to employ.

However, do you know that for the majority of the people concerned (85%), the disability situation is linked to an accident in life which has led to a need for retraining or a career break of varying length. They may have experienced employment situations, and despite their skills, standardised recruitment processes will oppose their atypical journey.

Coming into contact with disability on a daily basis helps to break down these preconceptions on both sides. However, we can see today that people with disabilities are insufficiently represented in the world of work and that it is difficult to measure their diversity and change preconceived ideas.

**Are you wondering why you should recruit a person with a disability?**



In the recruitment phase, it remains difficult for a company to call upon applicants with disabilities.

Disability is not a criterion of professional competence and is not mentioned on a CV. It is therefore up to the company to come forward so that applicants, in all their diversity, present themselves to it.

The question of the meeting between the employer seeking talent and the applicant seeking employment, at the heart of sourcing issues, questions the framework for action that the company gives itself in terms of diversity.

***What are the practices highlighted by our working group?***

## GOOD PRACTICE



### DID YOU KNOW?

Info-Handicap Luxembourg can advise you on how to review job offers.

A specific mention can be included on all job offers:

*"This job is suitable for people with disabilities".*

### Adjustment of the recruitment procedure



Remember to specify why you are asking for disability-related information by linking to the company's diversity policy, so as not to discourage potential applicants.



Do not hesitate to mention your commitment during the interview to ensure consistency of messages.



Share success stories on your recruitment channels to communicate your real commitment.

Sodexo shares with us 3 practices that impact on sourcing:

1.

### Encouraging exchanges between professionals

In order to overcome stereotypes linked to the various professions and to facilitate internal mobility, Sodexo has set up Vis ma vie @ Sodexo. This practice allows an employee to be accompanied for a day in order to discover the reality of his or her job. This practice can be adapted for people with disabilities.

2.

### Simulation-based recruitment

Sodexo also uses the simulation recruitment method, which values the person's skills rather than their CV. This practice, which can be adapted to the recruitment of people with disabilities, allows:

- Recruiting "unexpected talent" on the basis of their skills
- Challenging preconceived ideas in recruitment



### DID YOU KNOW?

Sodexo was nominated for a Diversity Award in 2015 for this recruitment method. Find out more about this practice here:





### 3. Participate in JobDating

Between 2015 and 2017 Sodexo also participated in the Café pour l'Emploi (Handi)Cap Emploi, event organised by IMS Luxembourg, in cooperation with ADEM

This meeting between employers and applicants with disabilities looking for a job was intended to be a first contact, allowing employers to open up to a pool of applicants to which they have less access. These events allowed :

- Communicating freely on disability and its impact on employment
- Raising awareness among participating companies



Hello  
handicap



#### ■ A good practice by the way: The Hello Handicap Fair

Hello Handicap offers a generalist approach beyond disability.

The assumption is that there are no jobs that are more suitable than others for people with disabilities; all job offers are likely to interest a person with a disability. On Hello Handicap, employers can post all their vacancies, which allows them to open up to more diversity in their recruitment.

It was found that people with disabilities who are able to work in the mainstream labour market are often not part of an association or community and therefore more difficult for the employer to know. This online recruitment fair makes it possible to target this public and to mobilise the company's 'ordinary' recruiters, alongside the ad hoc circuit of a disability mission for example. The exercise thus also helps to raise awareness among the company's HR teams.

Digitalization facilitates direct communication and targeted messages. Providing differentiated communication that thinks in terms of opportunities rather than constraints helps to change the way people look at disability.

In order to attract applicants with disabilities, you have to invest in sourcing, because it takes a lot of applicants to find the right one. Pooling the efforts of the process increases visibility and the chances of success.

## SOURCING



**Café (Handi)Cap' Emploi**  
(16 March 2017)



→ **Claire Talbot-Aliberti**  
Sodexo



"Our participation in the Café (Handi)Cap' Emploi was, above all, a very enriching experience in human terms.

This initiative of IMS Luxembourg allowed us, on the one hand, to meet applicants that we would certainly not have met otherwise and, on the other hand, to confirm that the employment of people with disabilities is often much simpler than what we imagine.

We can only advise all employers to take this step."

### Practical advice

#### How to attract this target audience?



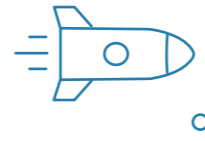
*Take an inclusive approach*



*Collaborate with institutional and associative actors*



*Develop targeted messages*



## In brief

### How can we go further?

*What practices should be put in place to attract talent with disabilities?*

*during the workshops, many courses of action were proposed, here are a few inspiring ones.*

- ▶ **Allow applicants to report their fitting out needs**
  - When submitting their application
  - During the interview
  - On taking up the post
- ▶ **Rework job advertisements**
  - Mention the elements likely to attract people with disabilities
- ▶ **Set up a shortlist to integrate a diversity profile with a disability or to enable job retention**
- ▶ **Pooling efforts to attract this pool of applicants through inter-company actions**

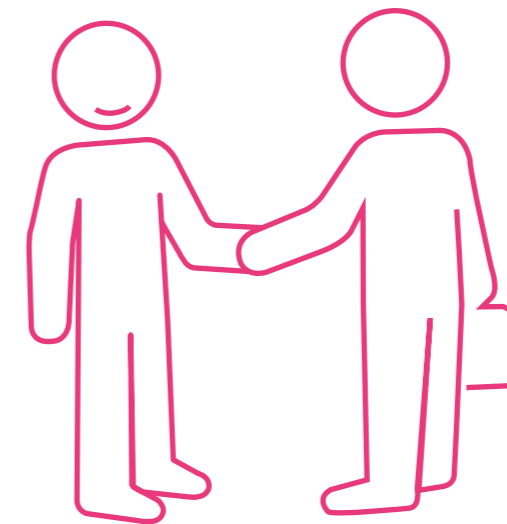


- ▶ **Adopting an inclusive approach**
- ▶ **Collaborate with institutional and associative actors**
- ▶ **Relaying success stories and promoting targeted messages**
- ▶ **Organise the meeting via:**
  - Recruitment fairs (Hello Handicap fair, etc.)
  - Job dating (Café pour l'Emploi, etc.)
  - Recruitment by simulation, by skills
  - Bridges with the protected sector (partnerships and subcontracting)
  - Pragmatic communication guidelines providing solutions (IMS (handi)Cap Guide, etc.)

*Inspired to act, some organisations want to implement an action, and this starts with an action sheet<sup>1</sup>.*

# 2

## ROLE OF THE MANAGEMENT AND THE WORK GROUP



# ROLE OF THE MANAGEMENT AND THE WORK GROUP



## ISSUES

*Managers play a key role in the inclusion of people with disabilities in the organisation.*

However, they are confronted with certain obstacles that can prevent them from exercising their role as guarantors and slow down their action in the implementation of an inclusive policy within the organisations. Indeed, managers have to meet productivity requirements. They may be subject to demands for results and performance, which are perceived to be at odds with inclusive actions and team cohesion.



## Ensuring good integration of people with disabilities?



It can be seen that the lack of awareness of the issue of disability in companies is an obstacle to action, because very often the implementation of an inclusive policy in different organisations is the result of a voluntary commitment, a particular desire to act on the issue, rather than a specific company policy.

The difficulties of inclusion as well as the evolution of certain pathologies can have an impact on the work group, especially since managers must often follow protocols and have only limited room for manoeuvre in terms of creativity.

*How do the organisations in the working group try to include managers in their inclusion process?*

### GOOD PRACTICE

In some service companies, employees are often visiting customers. This is the case for Deloitte. The company provides more flexibility by offering people with disabilities positions adapted to their needs and career aspirations. The employer analyses each request individually. The decision is taken in agreement with the person and the management team.

→ **Ophelia de Soto Cobet**  
Deloitte

*"At the request of my company, I was able to attend the various Handicap emploi workshops, with a view to sharing, discussing and improving practices.*

*Support at Deloitte is provided on a case-by-case basis, with adaptation and re-adaptation of the work to the intended position, depending on the tasks and needs.*

*I can testify to a willingness to provide individual support for the integration and well-being of employees with disabilities, by listening to their needs and making concrete proposals (adapting the workstation and work environment, offering flexible working hours, teleworking, etc.).*

*Cooperation and mutual support between colleagues is also observable and widely encouraged by management teams."*

Deloitte.



CGI



*In the inclusion process, circulating information, sharing and exchanging knowledge on the subject of disability are essential factors. However, this is not enough to guarantee the proper functioning of the work group.*

For this reason, **Info-Handicap** has identified the formalisation of the approach as an essential step to review the group dynamics and improve inclusion.



photo: Unsplash.com

## ROLE OF THE MANAGEMENT AND THE WORK GROUP

In 2018, Post Luxembourg organised an Executive Forum dedicated to CSR issues, including a workshop on disability. This workshop enabled the implementation of an action plan to encourage managers to hire people with disabilities. Subsequently, particular attention was paid to raising awareness of disability among HR recruiters by setting up specific sessions. (see Mina Bacchiocchi's testimony)



*Aware of the importance of awareness-raising actions, managers are regularly called upon to participate voluntarily in initiatives such as DuoDay or the Optic Project. The latter aims to accommodate visually impaired trainees.*

The managers of Post Luxembourg are also involved in the integration procedure of new employees with disabilities: they receive an awareness session, if necessary, beforehand and can benefit from support throughout the integration process.

The assessment process at POST Luxembourg can be called inclusive because it allows employees with a disability to choose whether or not they want to be assessed.

→ *Mina Bacchiocchi, Talent Management  
Post Luxembourg*



*"The disability awareness session was very helpful for me personally, because until recently I had not recruited a candidate with a disability and I was not sure what questions to ask.*

*In the concrete context of the recruitment interview, I felt more comfortable asking questions about the possible adaptation of the workstation or whether or not the candidate wanted his or her potential future team to be informed about his or her disability situation. Finally, what reinforced my approach was also the positive reaction of the candidate to the questions and to be able to give him the feeling that the right questions are being asked before a possible recruitment."*

## ROLE OF THE MANAGEMENT AND THE WORK GROUP

→ **Pascal Recchia, Occupational psychologist**  
Post Luxembourg



"Disability is one of the four pillars of our diversity approach and is part of our Corporate Social Responsibility initiatives, a theme at the heart of our corporate strategy. Our participation in the IMS working group has enabled us to broaden our knowledge on the subject of disability and to initiate new courses of action internally."



"The Forum Cadre de Post Luxembourg organised in 2018 was dedicated to the R.S.E. theme with a workshop dedicated to the issue of disability."

## Practical advice



Analyse each case individually



Involve managers in the decision making process for a member of their team to determine the necessary accommodations and adjustments



Question the processes in place



Formalise your approach





■ *Do you know the DuoDay?*

Set up in 2008 in Ireland, the DUOday concept aims to raise awareness of disability issues in companies. Taken over by Belgium, France, Sweden, the Netherlands, ... The organisations behind the event want to turn DUOday into a European action. In Luxembourg, the initiative is led by ADEM, in collaboration with the Ministries of Family and Labour, Employment and Social Economy.

*DUOday is based on a simple principle:*

*For a whole day, a person with a disability pairs up with a volunteer employee to find out about his job and immerse himself in his daily life.*

*By participating in this action, the company can:*

- Opening up to diversity
- Discovering the skills of people with disabilities
- Involving and valuing employees.

*This gives the person the opportunity to discover an ordinary professional environment and possibly start a pathway to integration.*

## ROLE OF THE MANAGEMENT AND THE WORK GROUP

**CGI's** procedures have been redesigned to involve managers more in the inclusion process. Together they reformulated the recruitment process. Indeed, in order to ensure their involvement, managers were able to express their recruitment needs in a consultation. Training in diversity management was offered to them, which made it possible to raise awareness of the issue of disability in the company at various levels, prior to the candidate's arrival in the company.

In addition, in order to increase awareness and openness to the issue of disability, partnerships with associations have been set up, as well as an incentive to get managers on board over the long term: inclusive projects do not have a financial cost.



photo: Unsplash.com

### Practical advice



*Involve your managers in all stages of the recruitment and induction process*



*Organise workshops with your managers on disability*



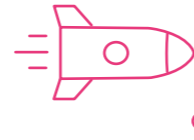
*Set up awareness-raising activities*



*Cooperate with associations*



## ROLE OF THE MANAGEMENT AND THE WORK GROUP



### *In brief*

#### How can we go further?

*What practices should be put in place to mobilise managers and the work group?*

*During the workshops, many courses of action were proposed, here are a few inspiring ones.*

- ▶ **Formalise the HR, Diversity or Disability policy**
  - *Defining the role of each stakeholder (HR, diversity officer, manager, etc.)*
  - *Communicating and informing managers and teams*
  - *Providing a methodology*
- ▶ **Thinking about the role of managers**
  - *Involving managers in the development of processes*
  - *Providing training*
  - *Stimulating discussion between managers*
  - *Assessing the contribution of managers to the effective inclusion of people with disabilities*



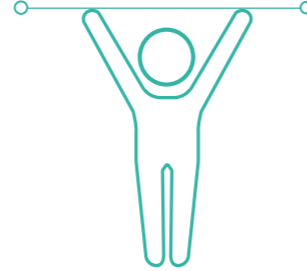
- ▶ **Building bridges in teams**
  - *Preparing for inclusion upstream*
  - *Identifying needs*
- ▶ **Establishing internal and external partnerships**
  - *Identifying organisations, initiatives, events on disability*
  - *Allowing meetings, discussions, creativity sessions, forums, etc.*
  - *Making internal initiatives visible*
  - *Using the inclusion assistant*

3

JOB  
RETENTION



# JOB RETENTION



## ISSUES

*Keeping a person with a disability in employment and/or enabling his or her return to the job depends on the will of the decision-makers. This is reflected in the allocation of the necessary resources.*

To avoid depending on the will of a head of department or a manager, it is preferable to work on formalising practices, and to share them with all stakeholders.

Resources that may be needed and made available include dedicated coaching time. This may be to facilitate a return to employment or to support a retention situation. In addition, this support may require training for the professionals in charge of this relational support. In any case, the organisation has more to gain if these arrangements are effective for both the company and the person being supported.

While there is a need to be able to demonstrate organisational innovation, there may be a limit to the adaptability of jobs that must be recognised. This may limit the possibilities of internal reclassification in certain situations.



It is up to the company to find out about the real and essential needs of the persons supported and to provide them with the necessary resources and equipment to carry out their activity (adaptation of their workstation etc.). These adjustments must correspond to the reality of the person's disability situation and it is therefore necessary for the company to find out about it in order to respond to the specific needs in the most appropriate way. The budgets and facilities it agrees to provide must be commensurate with its economic means and make sense in terms of its inclusion policy.

*How do the companies in our working group try to enable the best possible return to work or can they envisage job retention policies?*

## GOOD PRACTICE

As public sector employers, the City of Luxembourg and the City of Differdange are working hard and inventively to enable every employee to return to their job or to be kept in employment by adapting jobs to the needs and abilities of each person concerned. They are thus part of the social commitment of the municipal administration as an employer.

The **City of Differdange** allows a gradual return to work with individual follow-up for each person.

In order to improve the situation of the employee concerned and in order to find a solution, the **City of Luxembourg** has set up preventive interviews as well as interviews for people with disabilities.



In terms of feasible solutions to keep people in employment, the City of Luxembourg proposes

- Workplace adjustments in all aspects: Working hours, workplace, ergonomics, teleworking, etc.
- Reassignments always correspond to real jobs and therefore necessary for the employer
- An in-house 're-entry' workshop: EKIPP, which helps to improve people's skills so that they can eventually return to another department.

→ **Annemie Maquil**  
City of Luxembourg

*Following my participation in the (Handi)Cap Emploi working group, I had the opportunity to note that beyond our desire to respond as well as possible to the needs of our employees with special needs, our procedure was not part of a sustainable approach.*

*The management of this mission was carried out by a single, dedicated department, which quickly found itself overwhelmed by the amount of work to be done.*

*Without detracting from the quality of our service, either for the company or for the employees, I wondered how to involve the heads of the departments in prevention and the search for a solution.*

*So, following the presentation of other companies in the workshop, I decided to improve the information and training of department managers on the subject of health and job retention.*

## JOB RETENTION

With regard to return to work and job retention at the **BIL** each case is analysed individually, while also working with the teams concerned to prevent their reluctance.

In addition, awareness-raising work on psycho-social risks and long-term illnesses is carried out. In order to ensure that the return to and retention in employment is a success, BIL, in accordance with the Management's wishes, has formalised its job retention procedure and set up a "*Social Relations*" team dedicated to monitoring people. This team is bound by confidentiality and has a mandate to unblock situations or even impose solutions.





## ■ The EKIPP project

The EKIPP project is an internal vocational integration measure based on the functioning and principles of a "professional rehabilitation workshop". The people assigned to these positions are often people who have been reclassified internally due to health problems and for whom the employer is unable to find another position within the administration either due to medical restrictions or lack of adequate qualifications. People work either on a permanent assignment under the responsibility of the EKIPP or on shorter assignments, such as replacing a courier on leave in another department, or on an exceptional activity that would normally be the responsibility of another department and which would not have the necessary resources at that time. (e.g. enveloping an exceptional postal item, labelling a delivery, etc.). The idea is to create a win-win situation by providing productive and rewarding work for reclassified people while meeting a need in the City's services.

The day-to-day management is carried out by two team leaders from the hygiene department who also provide logistics for the project, and the socio-professional supervision is carried out by the human resources department which monitors the project.

The aim is to find a sustainable and productive reallocation over time using the EKIPP workshop as a lever.



## Practical advice



*Maintain contact between the person concerned and his/her team or hierarchy for the duration of the absence and until stabilisation upon return*



*Think about setting up ad hoc internal and external partnerships*



*Establish a right to non-performance*





■ *The Inclusion Assistant: for sustainable inclusion*

*In order to enable companies to support the inclusion process of a disabled employee or an outplacement employee, the government has created a new activity called "employment inclusion assistance", which has a dual objective:*

**1.** **To facilitate the sustainable professional inclusion and, above all, the maintenance in employment** of people with the status of disabled employees as well as employees who are externally reclassified on the ordinary employment market. The aim is to identify their particular needs and to train the members of their professional entourage in the specificities of their disability or reduced work capacity.

**2.** **To encourage companies to hire more disabled employees or employees undergoing outplacement** by offering them the possibility of using an approved external expert to support the process of professional inclusion in the company of one or more disabled employees or employees undergoing external redeployment.

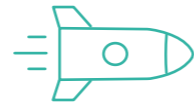
*This approach is aimed exclusively at disabled employees or employees undergoing outplacement who are hired by a private sector employer.*



In order to benefit from this assistance, an application must be submitted jointly by the employer, the disabled employee or the outplacement worker and the approved assistant or support service to ADEM. In case of agreement, the assistant or the support service proceeds to the elaboration of, among other things, an individualised inclusion project which will be submitted again to ADEM for agreement.

ADEM's agreement entitles the Employment Fund to cover the cost of the assistant or support service for the number of hours and duration of the project.





## *In brief*

### How can we go further?

*What practices can ensure a smooth return to work and successful job retention?*

*During the workshops, many courses of action were proposed, here are a few inspiring ones.*

#### ▶ **Formalising the management of job retention**

- *Expressing the will of the management*
- *Including a training module in the career path (agility, employability)*
- *Communicating on existing schemes*
- *Identifying a dedicated unit to support the people concerned*
- *Commitment to leave no one behind*

#### ▶ **Tracking absences and re-entry**

- *Maintaining preventive contact from the beginning of the absence until the return to work is stabilised*
- *Formalising the monitoring procedure*
- *Preparing and training for re-entry interviews*
- *Communicating on the practices put in place*



#### ▶ **Setting up partnerships**

- *Supporting the return to employment*
- *Adapting jobs to maintain employment*
- *Raising awareness in the working environment*

#### ▶ **Innovating in the creation of "new jobs" to keep people in employment**

## LET'S TAKE ACTION!

### PROJECT SHEET

COMPANY

CGI

#### ■ **What experimentation do we want to launch?**

*Support for an employee, from the recognition of his or her disability to the adaptation of the position.*

*This question has been raised for more than 10 years, regardless of CGI's entities (Luxembourg and abroad), with regard to our ability to develop positions according to the evolution and/or discovery of a pathology. This also includes inclusion within teams, by training and informing managers and colleagues.*

*The scope is any project, any team, which includes people with disabilities.*

*It may be difficult for us to change project environments, to adapt to individual situations.*

#### ■ **What do we know about this problem?**

*Those involved confirm the importance and value of being able to adapt in order to ensure productivity within projects. The experts stress the importance of inclusion, before, during and after the arrival of an employee with a disability, as a key success factor.*

#### **We have already implemented several schemes:**

- *Support for the administrative part of the recognition process.*
- *Providing support in defining needs, for example by involving an ergonomist.*
- *Disability training/awareness for managers and teams.*

#### **These solutions have shown that:**

- *The contribution of training and disability awareness contribute to better integration.*
- *Job design has a positive impact on productivity.*

*We no longer want this to be a taboo subject.*

*It seems that the individual's fear of being pigeon-holed in relation to his or her status is a brake that we will have to remove.*

#### ■ **What will we not help to solve?**

*Every person with a disability has to deal with the acceptance of their condition, not everyone is ready or able to talk about it openly.*

#### ■ **Why is this an important problem to solve?**

*Not knowing how to include and adapt means running the risk of excluding and losing talent. As the percentage of people with disabilities increases, it is important to integrate this dimension into human resources management. People with disabilities, the work group and the results will feel the consequences.*

#### ■ **Who am I to lead the project?**

*Céline Hamon, referent of the Mission Emploi Handicap at CGI.*

## LET'S TAKE ACTION!

### PROJECT SHEET

COMPANY

CGI

- **The time frame I give myself to experiment and produce a result, with what indicators and for what objectives:**

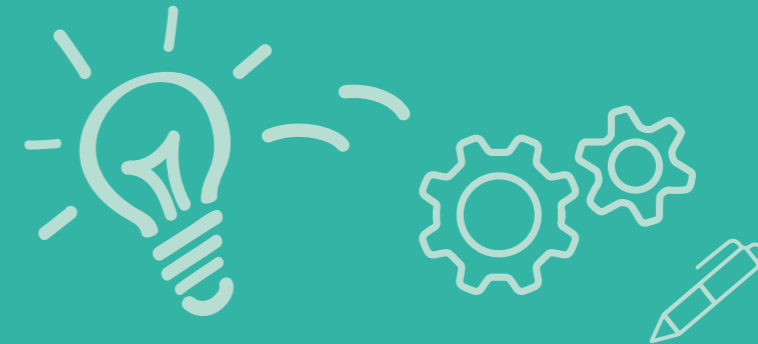
*Deadline: 03 /2020*

*Indicators:*

- *Measuring productivity,*
- *Measuring employee satisfaction,*
- *Compliance with project commitments,*
- *Number of sick leaves,*
- *Number of departures,*

*Short, medium and long term objectives*

- *Productivity maintained,*
- *Increasing employee satisfaction*
- *project results commitments,*
- *No deterioration in health status,*
- *No departure due to lack of support.*



👉 *Are you also confronted by this problem?*

👉 *Did this project sheet inspire you?*

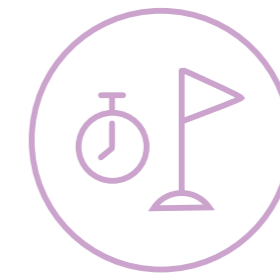
*...Then become an actor of inclusion in your turn by creating your own project sheet based on the attached template!*





# PERFORMANCE ..... AND PRODUCTIVITY

4



# PERFORMANCE AND PRODUCTIVITY



## ISSUES

*With regard to performance and productivity, the working group found that too general criteria are used to assess people with disabilities in employment.*

Moreover, performance measurement is characterised by a certain regularity of the qualitative or quantitative data collected. These hardly take into account the possible evolution of disability situations. So, although this performance measure is shared by all, for all, the adaptation of the job and especially the expectations of the people concerned are quite diverse. Thus, rigidity or lack of creativity in determining performance indicators is a real challenge for employers.



The working group noted that it is necessary to adapt jobs to the skills of people with disabilities. To do this, support from a pathology professional may be essential to understand the possible impacts on performance. Then the organisation would be able to assess the performance of the proposed accommodation so that the skills of the person with a disability can be fully expressed for the benefit of the company.

*How do the organisations in the working group try to take disability into account when measuring productivity and performance?*

## PERFORMANCE AND PRODUCTIVITY

### GOOD PRACTICE

> **At ALD Automotive**, performance can be measured either collectively or individually. All employees are evaluated on the basis of identical criteria, defined by the function: identical functions, identical objectives. The adaptation of these criteria is possible and modulated according to the time spent by the person concerned.

In order to determine management's perception of the issue of disability, a management survey revealed that disability is associated with an opportunity for the company by decision-makers.

→ **Ségolène Richardeau**  
ALD



*"It may seem at first sight that an employee with a disability may perform less well than an employee without a disability.*

*But the reality is that if the job is suitable for that employee's skills, he or she will be able to achieve his or her mission and goals like any other employee.*

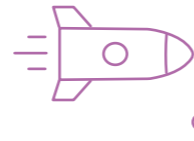
*My objective after this workshop conducted by the IMS for over a year is to raise awareness of the issue among the management team and to integrate more disabled employees into our teams."*



> One of the missions undertaken by **Cooperations** is the creation of permanent meetings to fight against internal and external stigmatisation, by accompanying people with disabilities in the implementation of their professional projects. With regard to the evaluation of productivity and performance, Cooperations carried out an employee survey to identify the different interpretations of the terms productivity and performance internally. The cooperative society has also determined 6 global performance criteria in order to obtain the status of a social impact company.

> In terms of performance measurement, **Hogan Lovells** has revised its evaluation process from an annual evaluation to a quarterly follow-up allowing for constructive and evolving development discussions. In order to open up the legal sector to people with disabilities, Hogan Lovells also set up a partnership with the HMC League, where the emphasis was on closer monitoring to allow for adaptations during the person's internship.

## PERFORMANCE AND PRODUCTIVITY



### *In brief*

#### How can we go further?

*What practices can companies put in place to take disability into account when measuring performance and productivity?*

*During the workshops, many courses of action were proposed. Here are some inspiring ones.*

- ▶ **Comparing productivity assessment practices**
  - *Providing for a specific evaluation modality for the inclusion of diversity or disability*
  - *Taking the possible adaptation of workstations or the disability situation into account*
- ▶ **Choosing individual and collective worker assessment methods**
  - *Involving the Direction in the choices made*
  - *Differentiating assessment criteria for people with disabilities according to specific needs*
  - *Setting up evaluation criteria for personal objectives, to give meaning to the work*
  - *Evaluating all employees on the same criteria*
- ▶ **To share illustrative testimonies and professional practices in the various networks**



### Practical advice



*Carry out internal surveys to obtain the views of employees and management*



*Use a development guide to enable professional development in line with employees' expectations and needs*



*Create partnerships with job placement workshops to ensure follow-up of all stakeholders.*



### LET'S TAKE ACTION!

#### PROJECT SHEET

COMPANY



#### ■ **What experimentation do we want to launch?**

*A programme of awareness-raising, support and training on the issues of performance and productivity in relation to disability policies.*

*This is an issue that was formalised less than a year ago.*

*It concerns all departments of the company. It was noted that sometimes the person with a disability is considered to be less efficient than his/her colleagues.*

#### ■ **What do we know about this problem?**

*It is recognised that in order to address this issue, more work needs to be done on individual/collective development and goals, rather than on measuring 'pure' performance against that of other colleagues who are not disabled.*

*This is the first time we have tackled this topic and we think it will be necessary to look at cost pressure and outcome policies.*

#### ■ **What will we not help to solve?**

*However, this experiment will not remove the obstacles to hiring people with disabilities.*

#### ■ **Why is this an important problem to solve?**

*This approach to inclusion is important to engage with as it actively contributes to the mismanagement of diversity. People with disabilities in the company should benefit directly, as should the organisations that employ them and are sensitive to the notion of individual and collective performance.*

#### ■ **Who am I to lead the project?**

*Ségolène Richardeau, Human Resources Manager*

#### ■ **The time frame I give myself to experiment and produce a result, with what indicators and for what objectives:**

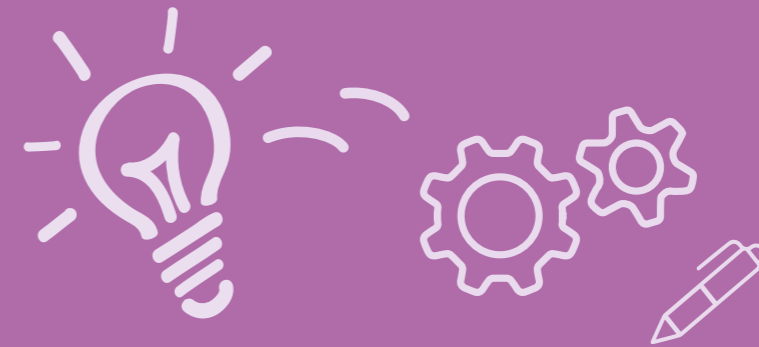
*Deadline: 2 years*

*Indicators:*

- *Number of people with disabilities in my company*

*Medium-term objectives:*

- *Raising awareness among team leaders*
- *Attracting more people with disabilities when recruiting*
- *Increasing the number of employees with a disability*
- *Valuing inclusion.*



- ➡ *Are you also confronted by this problem?*
- ➡ *Did this project sheet inspire you?*

*...Then become an actor of inclusion in your turn by creating your own project sheet based on the attached template!*



# Acknowledgements

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*IMS Luxembourg would also like to thank Gwenaël Berthélemé-Saudreau / RMB Développement, expert in work organisations, for her support throughout the project.*





PROJECT SHEET

COMPANY

Contact person : First name, Last name, Position

**1. What experimentation do we want to launch?**

- *À what question does this experiment answer?*
- *When was this issue formalised in my organisation?*
- *Where did this issue emerge?*
- *What part of my organisation is affected?*
- *What is the cause of our problem?*

**2. What do we know about this problem?**

- *What do the experts say? The people involved?*
- *What has been done to solve this problem?*
- *Did any of the solutions work?*
- *Has a particular cause been isolated?*

**3. What can we help solve?**

**4. What will we not help to solve?**

**5. Why is this an important problem to solve?**

- *What else would happen?*
- *Who will feel the consequences?*

**6. How long do I give myself to experiment and produce a result?**



(HANDI)  
**cap**'emploi

PUTTING IT INTO PRACTICE IN THE COMPANY

Luxembourg's leading network for Corporate Responsibility