

A methodology for the cooperation between NHO member companies and vocational rehabilitation service providers

Roger har funnet jobbellykken gjennom nytt prosjekt

### - Mye bedre enn å kjøre drosje!

**«Hva ing har igjen for dette? Å kjøre bus 12 år omeg 3000. Jig stopper å gå hjemna.**

**Jobb-lykkesaken**

Roger Plaugen er 48 år og har jobbet i busseksjonen i 12 år. Han har kjørt buss i 12 år og har vært med på mange turer i Norge og utlandet. Han har vært med på mange turer i Norge og utlandet. Han har vært med på mange turer i Norge og utlandet.

**Jobb-lykkesaken**

«Hva ing har igjen for dette? Å kjøre bus 12 år omeg 3000. Jig stopper å gå hjemna.

**REKO**

**PRODUKSJONEN** Måske er 5 år gammel i fast arbeid. Men i det siste har jeg fått en god utfordring for en tre måneders arbeidsstrømningsperiode. Som produktionsleder i Trond Fossell og Key Account

### Har suksess med «Ringer i vannet»-prosjekt

**GJØVIK:** Topproktors AS mener rekorderingsstrategien «Ringer i vannet» har vært et stort suksess.

Målet er å få personer, som av ulike årsaker har fått utfordringer med å finne seg arbeid, inn i ordinære jobber.

Toppro og HØVY SA har tatt et stort ansvar for å hjelpe personer som har utfordringer med å finne seg arbeid, inn i ordinære jobber.

Kompetansene er et aktivt prosjekt for arbeidsgiverne.

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Det har de vist for seg. Sammen med HØVY SA er det flere ansatte som har fått arbeid gjennom prosjektet. Gjennom samarbeidet er det flere ansatte som har fått arbeid gjennom prosjektet.

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## The Ripples in the water program

A methodology for the cooperation between NHO<sup>1</sup> member companies and vocational rehabilitation service providers

### Preface

The ripples in the Water Strategy is based on the understanding that a vast majority of people in this country both want and are able to work. With reference to their CSR strategy (Corporate Social responsibility) the companies both need manpower and want to be successful in integrating employees with a disadvantage (reduced working capacity). To succeed even better in combining need for labour with social responsibility will result both in significant individual and socioeconomic benefits.

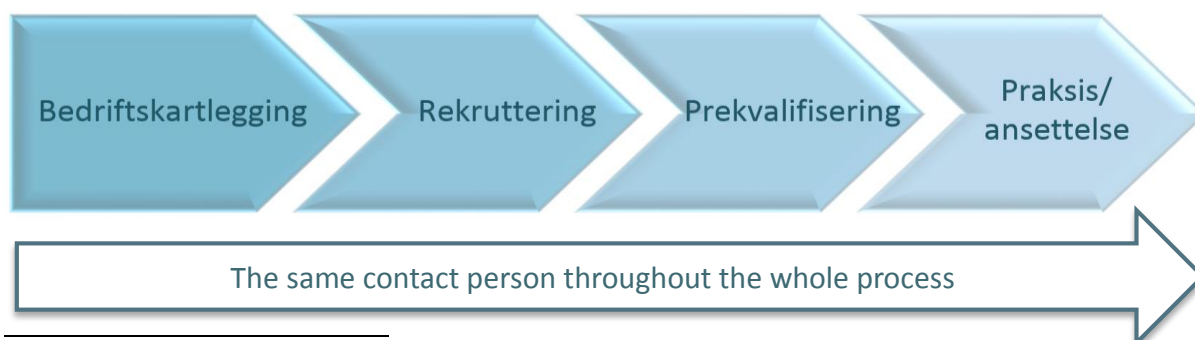
The strategy is also based on the belief that employers want workers who already have, or may acquire, sufficient skills based on the type of work to be performed.

Vocational rehabilitation service providers, who are scattered across the whole country, has long experience in preparing people with various disadvantages to meet employers' requirements. Vocational rehabilitation service providers are also able to provide the necessary follow-up in the workplace, a service which NHO member companies as a rule require, including coaching after the candidate has been permanently employed.

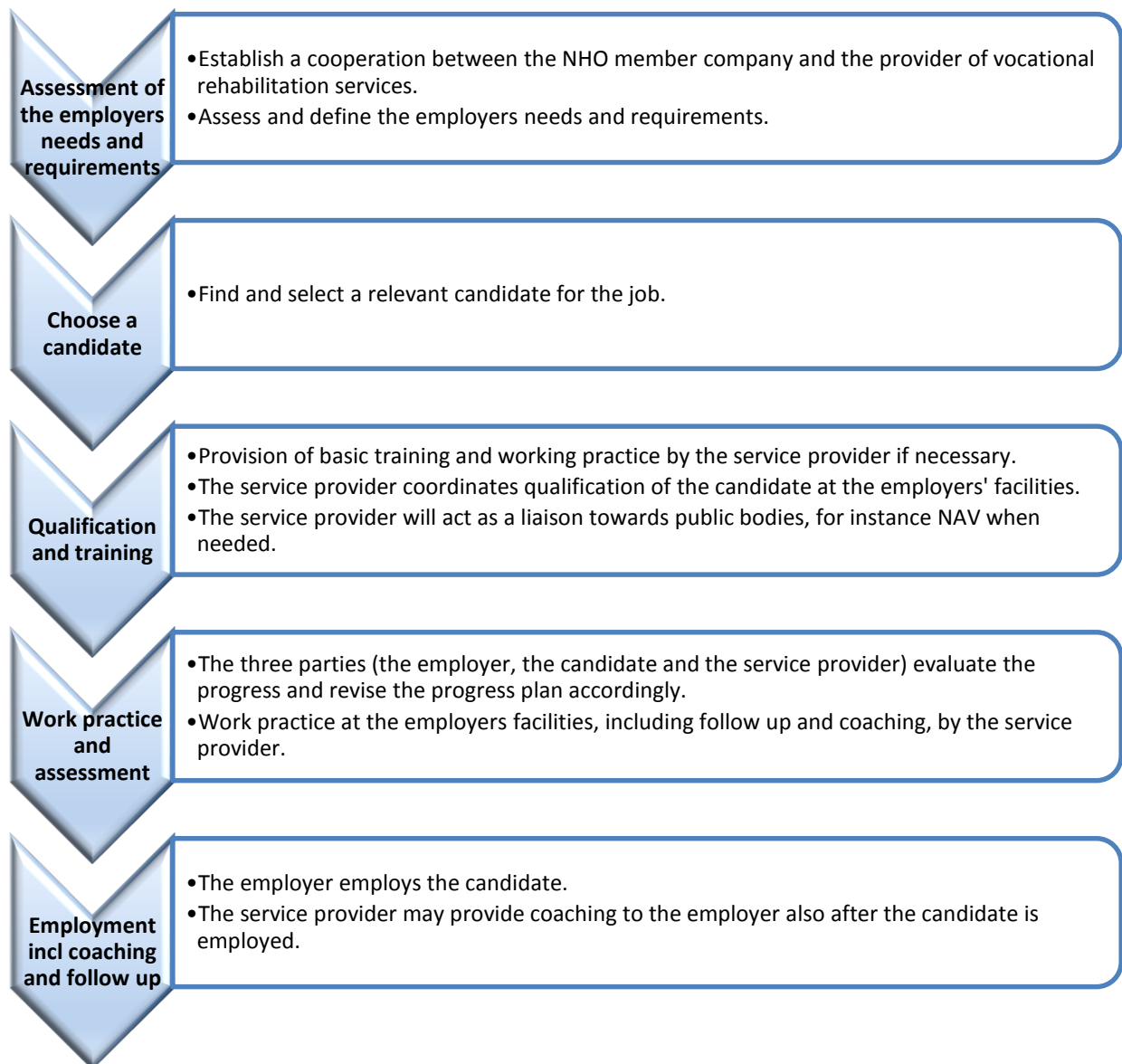
The Ripples in the Water Strategy implies a methodology where the NHO member company get in touch with a vocational rehabilitation service provider, who after an assessment consider whether they have suitable candidates for the position in question. The service provider may provide training and coaching to assist the candidate to become employable in the NHO member company.

The process is organized in the following manner:

### The recruitment process to employment



<sup>1</sup> NHO is the main representative organization for Norwegian employers with companies ranging from small family-owned businesses to multi-national companies.



## 1. The contact process with the NHO member companies.

### 1.1 Contact and follow up of the NHO member companies.

The vocational rehabilitation service providers marketing, information meetings, placing of contracts and follow up of agreements are all done according to the recruitment agreements and the Ripples in the Water methodology. It is important that the service providers adapt their way of communication to the one practised in ordinary business.

It is important that the NHO member company get realistic expectations as to which candidates that may be presented by the service provider(s) and which challenges these candidates may be facing.

Several of the contacts with NHO members will be conveyed by the NHO regional offices through central existing agreements. The companies who want to recruit candidates from a service provider may make direct contact. The different service providers may in addition contact any NHO member company which they regard as appropriate partners to bring about a recruitment collaboration.

### **Internal organization at the service providers' facilities.**

There should be an employee at each service provider who has as a main responsibility to follow up the NHO member companies, a business contact or Key Account Manager (KAM). It is a precondition that this role is filled by someone who is experienced in sales, and is accustomed to "nurturing" a network of contacts in a professional manner. The person will also have an internal role in the organization of which of the supervisors at the company that is in contact with the relevant NHO member companies.

Other tasks for the KAM will be to work with the general monitoring of the NHO companies with whom there is a recruitment agreement, to maintain a register of these and ensure that agreements are being followed up. The KAM should also have a main responsibility for building good relationships with the management and HR-departments of the NHO member companies, as well as other executives in the cooperation.

For further description of the KAMs' role, see "Guidelines for the KAMs' role in the ripples in the water program.

### **1.2 Partnership with NHO's regional office**

Companies that are members of NHO are also a member of a regional association. This is the company's local office. The main task of these offices is to convey NHO's national initiative, to carry out local opinion-forming work and influence local and regional authorities. There are 15 regional offices in Norway.

The NHO's regional offices holds a key role in mediating contact between the NHO member companies and the relevant service providers in the region.

Each region has their own project manager who has the overall responsibility for the coordination of the work towards the NHO-member companies. The project manager will arrange the meetings between KAMs to facilitate the cooperation with the recruitment, as well as organizing the regional project group / management committee.

Moreover, the regional project manager has a responsibility to follow up on the regional and national recruitment agreements in line with the intentions of the agreements.

The project manager may produce lists of member companies of the NHO who are potentially interested in joining the project, available to the KAMs, assist in "opening doors" in relation to initial



sales meetings and to facilitate courses and activities both for ordinary member companies and vocational rehabilitation service providers in the region.

### **1.3 Contact Work (networking) through NHO nationwide Business Associations.**

There are 19 Sectoral Federations in NHO. Each of these are divided into a number of nationwide business associations.

The Ripples in the Water Secretariat cooperates with and initiates various forms of cooperation between the program and the nationwide associations and sectoral federations in the NHO.

The purpose is to get these associations to inform their own member companies about the opportunities that lie in recruitment using the ripple in water strategy, in addition to enter into separate agreements with the big consolidated firms and chains of companies found in the NHO.

### **1.4 Contact via key appointments**

Several of the NHO member companies are consolidated firms or larger chains with multiple locations in Norway. The ripples in the Water Secretariat aims at, in cooperation with the regional project managers, entering customized agreements to ensure a consistent approach and communication with these. The agreements may define specific requirements for training and supervision, adapted to these companies recruitment needs. On some occasions follow up of such agreements will sometimes require coaching and training of the relevant service providers.

The agreements will be published through the project manager. The service providers may be included in the agreements by contacting / by being contacted by their regional program manager. In some cases, relevant service providers may also be directly included in these agreements through direct request from the Secretariat.

## **2 Building relations and collaboration with NHO member companies**

### **2.1 Contact persons**

The NHO member company should expect to receive coaching / follow up whenever needed. This is organized in such a way that the NHO member company primarily relates to the KAM and the candidate's advisor during the various phases towards ordinary employment. It is important that the service provider produce all contact details, in order that the NHO member company may reach the advisor or KAM in question, when the need for such contact occurs. This also applies beyond normal working hours.



## **2.2 Assessment of the NHO member company.**

The cooperation starts with an assessment of the recruitment needs of the NHO member company and their strategy with regard to CSR (Corporate Social Responsibility).

Separate forms have been developed (see attachment) to ensure uniform routines and to enable systematic studies of the different aspects which are essential to know about with regard to the NHO-member companies. This is necessary to ensure a good job match, i.e. that one is able to find candidates that match the companies needs and profile.

## **2.3 Recruitment agreements**

The recruitment agreement contains the information that is essential to safeguard the areas of work practice, training, qualification requirements and other requests the NHO member company may have. The agreement is a dynamic and strategic document indicating which candidates may have the opportunity for employment in the NHO member company. An example of such a recruitment agreement in Norwegian may be found at [nho.no/ringerivannet](http://nho.no/ringerivannet)

## **2.4 Qualification to become employable**

With "qualification" we mean all forms of achieving skills and competence that the NHO member company express is necessary before employment is possible. This will vary from position to position. For some jobs, it will be satisfactory if the candidate can demonstrate good social skills, motivation to work and be sober during working hours. In other cases a formal education is required, documented skills, or that the candidate can demonstrate that he actually manages to do the relevant tasks during work practice.

Several candidates are in need of a qualifying period prior to being employable to the NHO member company. Such prequalification may be arranged by the vocational rehabilitation service provider, or by the use of external courses / programs.

### **Important key points in a qualification process are:**

#### **2.4.1 Assessment**

The candidate participate in a process organized by the service provider, which aims at finding out whether the candidates' skills, competence and suitability matches the NHO member company's needs and requirements. An important part of the assessment is to identify what qualifications the candidates must acquire in order to fulfil the requirements to become employed in the position.

#### **2.4.2 Building skills and competence**

Increasing the candidates skill and competence may be required to match the requirements for employment that the NHO member company have. Such competence building can take the form of work practice and qualification at the service providers facilities, internal work practice and training

in NHO member company, or external courses / education in collaboration with Nav (The Norwegian Labour and Welfare Administration) and the candidate's local Nav advisor.

#### 2.4.3 Continuous monitoring

The vocational rehabilitation service provider will throughout the process offer the NHO member company necessary follow-up. This is especially important if the training / work practice takes place in the NHO member company's own facilities. This also includes contact with Nav which often is a key cooperation partner in a qualification period like this.

### **2.5 Candidate Follow-up**

Follow-up of candidates in the NHO-member companies facilities is important for all parties to feel safe and being in good care. The intensity and scope of the follow up will of course vary according to the candidates' qualifications, the nature of the work and the NHO member company's request for individual follow up. In order to make the recruitment activities predictable for the NHO member company, this chapter will focus on the lever one should expect during the cooperation with the service providers.

Work practice in the NHO member company should be made as short as possible. The practice period is seen as means for the employer to be able to get to know the candidate, and as a means for the candidate to get an opportunity to acquire the competence and skills that meets the employer's criteria for being employable.

In some cases, an internship does not have employment in the specific NHO member company as a goal. Testing of working ability, achieving increased competence and skills, training or relevant experience in order to obtain employment in other enterprises, may be justifications for such work practice. The work practice period should be terminated as soon as the agreed objectives have been met.

#### **The Right candidate for the right place**

Right candidate in the right place is an important factor that will increase the possibilities for employment. Using the assessment forms found at [nho.no/ringerivannet](http://nho.no/ringerivannet) will give the service provider good knowledge of the NHO member company's organizational culture, competency requirements for staff, working tasks and the social environment.

Finding the right candidate for the right employer is also essential for the employer's satisfaction in working with the service provider. If the service provider finds candidates that broadly meets the employer's requirements, but that might not "hit the spot" on all criteria, one must take action (qualification and training) to meet the employer's expectations.

The assessment phase may provide a possibility for a good dialogue with the employers about the candidates' possible challenges. Through dialogue it may be possible to demystify terms such as



"mental illness", "muscular and skeletal", "substance abuse" etc. Experience shows that most graduates with so-called "reduced working abilities" (Nav-term) may be relevant labour wherever one might find suitable positions.

Service providers are encouraged to use computer tools to ensure selection of candidates based on objective criteria. An example: AVRE (Association Vocational Rehabilitation Enterprises) has made an agreement with "WebCruiter". Tools like this make recruitment targeting the candidates' CV and work preferences directly. In those regions where there are several service providers who collaborate, it is important to have tools with databases on a common candidate portfolio.

### **Standard for follow-up of the candidate in work practice**

Follow-up of the candidates should be tailored to take account of the individual's abilities and the employer requirements. In the Ripples in the Water Strategy the following standard for follow-up applies as a minimum:

#### Before startup:

There shall be at least one meeting between the service providers advisor, the candidate and the employer's representative(s) prior to the commencement of work practice.

#### At startup:

There should be a point of contact with the NHO member company during the first day of the work practice. This is to ensure that the candidate has turned up for work, has been in touch with the right people and got a relevant presentation of the company, tasks etc by the company. There should be a similar contact by the end of the third day of the internship. Experience shows that candidates with little work experience often need support to keep going the first week.

#### Continuous follow up:

During the first month there should be at least one contact meeting with the candidate every week. This meeting should include a talk both with the NHO member company's representative and with the candidate.

Later in the period it should be arranged at least one contact meeting every two weeks, unless the individual follow-up plan says otherwise.

#### Follow-up plan of candidates:

The service provider make sure that a follow-up plan is established in collaboration with the NHO member company, which includes progression in the work tasks for the candidate in accordance with the individual progress of the candidate and company's needs. The identified needs for training and follow up of the work practice should also be described in the follow up plan.

## **2.6 Qualification and coursing**

The assessment of the NHO member company will clarify both the company's needs and requirements for competence and any relevant shortcomings of the candidate. If a candidate is assumed to be potentially relevant for the NHO company but have inadequate skills, then the service providers role could be to facilitate for the necessary competence achievement. This may involve competency assessment, assessment of education, literacy and mathematics difficulties, language knowledge (Norwegian), coaching in relation to how training may be accessed, on how education may be achieved, access to miscellaneous the training programs and initiating apprenticeships (lærekandidatordningen, fagbrev), etc. Training and coaching in social skills is also a part of this.

## **2.7 Coordination of public support measures / schemes**

Surveys show that NHO companies want assistance with respect to communication with Nav and other public bodies. Vocational Rehabilitation Service Providers have expertise in this field and may brief NHO member companies about which ways of communication that may be relevant. This kind of coaching should be available to both the candidate and the employer whenever needed. If needs are identified which cannot be covered by the service provider, the coach should assist in contacting the appropriate public services and assist when filling out forms, etc.

## **2.8 The road to employment and follow-up after**

The service provider should throughout the training period on an ongoing basis, along with the candidate and the employer, assess whether the criteria for employment are met. An agreement of employment should be based on as ordinary terms as possible.

The employer may ask for coaching and advice from the service provider even if the candidate is employed and the vocational rehabilitation period has ended. This is a responsibility the service provider maintain as long as he has an active recruitment agreement with NHO member company.

## **2.9 Employment**

A recruitment agreement has permanent employment of the candidate as an objective. This is emphasized in the Recruitment Agreement. If a candidate meets the criteria for recruitment set forth by the NHO member company, employment on ordinary terms should be facilitated.

The aim is that employment shall take place as soon as possible on terms that are appropriate and in line with common practices in the relevant sector / position.

In some cases where NHO member company does not have recruitment needs, a pure work practice period may be agreed. This should be communicated and agreed upon in advance, to make sure that all parties involved (including the candidate) agree that this work practice only is an internship / qualification period. The work practice period should be organised to ensure that the candidate

receives relevant job training and / or qualification that provides a real opportunity for future employment.

### **Follow-up after employment.**

After employment of a candidate the NHO member company may seek coaching from the service provider whenever needed for as long as the recruitment agreement is valid. Coaching should be provided regardless of how long the candidate has been employed by the NHO member company, assuming a recruitment agreement still exists between the parties. The service providers are not supposed to follow up on specific individual candidates after they have been employed (except if there are active services related to the candidate as for instance "supported employment").

However, they may make themselves available for NHO member company and provide consultation of more general nature, like how to get in touch with the right persons at NAV, how contact the local aid centre for assistive technology, etc.

### **External resources and coordination of assistance**

Candidates may have miscellaneous needs for assistance. This may be related to anything from assistive technical aids, transport services, coordination towards public offices, or specific support at the workplace.

In order for the employment to work satisfactorily before a prospective employment, the service provider have a responsibility to identify and ensure that the need for assistive aid technology is covered as well as possible.

## **3.0 Agreements and Documents**

### **3.1 Recruitment Agreement between enterprises**

A special recruitment agreement is made. Customized agreements for certain regions are also made, and these are made available upon request to the regional project management, or at [www.ringerivannet.org](http://www.ringerivannet.org)

### **3.2 The Assessment Form**

The Ripples in the Water project has developed an assessment form to enable the NHO member company and the service provider to conduct a thorough assessment process. In this manner it is possible to achieve a good match between the relevant candidates and the company's needs for labour.

In this phase the NHO member company should receive information about having realistic expectations and about the potential candidates presently receiving services at a service provider.



This is essential in order to "calibrate" their level of expectations. Through dialogue and transfer of knowledge by the service provider, the NHO member company may see the possibilities in spite of the candidate's possible disadvantages. Thus the company may be in a better position to decide upon how it may be possible to adapt their own workplace to facilitate for the potential disadvantages.

Assessment Forms may be downloaded at [nho.no/ringerivannet](https://nho.no/ringerivannet)

### **3.3 Key agreements, chains and corporate**

The Ripples in the Water project has designed key agreements with major corporations and chains of companies who are members of the NHO. These agreements will be made available through the regional project management and will in many cases include a particular requirement specification and orientation both in relation to follow-up work and to methodology. Service providers who want to be included in these recruitment agreements should be prepared to familiarize themselves with the requirement specification in the relevant agreement, and to commit to adhere to this.



## Contact information

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