Work project presented as a part of the requirements for the award of a Masters Degree from Nova School of Business and Economics

Consulting Project for José de Mello Saúde and Inclusive Community Forum

Strategic methodology to **promote the inclusion of people with disabilities in society through their integration in the labor market**

Consulting Lab carried out under the supervision of:

Professor Constança Monteiro Casquinho

January 4th, 2019

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ACKNOWLEDGMENTS

"If everyone is moving forward together, then success takes care of itself."
Henry Ford

The Consulting Labs proposed a challenge with social impact to the students, in which the goal was to provide solutions to the recruitment of people with disabilities in Portugal

Overview

Consulting Labs Master Thesis provides students a deep and real-life consulting challenge. This team hold the **challenge to find a Market solution to reduce the unemployment of people with disabilities in Portugal.** Considering Portuguese companies as an important stakeholder to tackle this social issue, **JMS is considered the Demand representative.**

It was also proposed the team to **develop strategic guidelines for a Pilot in JMS Contact Center,** so that this company can be a role model for inclusive recruitment in Portugal.

To guarantee a professional execution, Professor Constança Casquinho was the group advisor, with a strong experience in the consulting industry.

With a **strong commitment to the project and its purpose**, the continuous **syndication** with the different project stakeholders and possibility to **work in JMS facilities during** 3months, the group was able to **strength working relationship** with several collaborators and so, **work with the client.**

Objectives

- Simulate a real-life consulting challenge where the students have the opportunity to engage with a real client, solve actual problems and create value;
- Apply the theoretical concepts learned throughout the Master's experience to create sustainable, efficient and recommendable solutions for the client.
- Leverage soft and hard-appropriate skills when entering in the labour market with the opportunity to work with the client and learn from its experience and expertise

Advisors

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The Consulting Labs proposed a challenge with social impact to the students, in which the goal was to provide solutions to the recruitment of people with disabilities in Portugal

JMS & the Consulting Lab Project

- Holding a portfolio of 8 hospitals, 1 institute and 8 clinics, José de Mello Saúde (JMS) serves 1 million clients and employs a total of 8 334 employees;

- With social inclusion as one of its core values, JMS created *CUF Inspira* in 2018 with the goal of hiring 5 people with disabilities (PwD). However, at the beginning of the project, no PwD had yet been hired through this initiative. It demonstrates that, even though there is a will by JMS to be more inclusive, there were still many barriers which difficulted the recruitment of PwD. With that in mind, this project was conceived with main goal of analyzing the current situation, identifying current challenges and provide solutions to the recruitment of PwD. At the end of the project, there should be a clear picture of a process/solution to integrate PwD, not only at JMS, but also at other companies that wish to become more inclusive;

- On the other hand, the project was also though as a complement to the work already developed by the Inclusive Community Forum (ICF), to answer to some of the challenges identified during the pilot test of the HR4Inclusion initiative, which was still running at the start of this project and ended in October. This ICF initiative was done in partnership with companies with inclusive goals and recruitment agencies, and allowed the Consulting Labs project to leverage previous diagnosis done by ICF on challenges during the typical recruitment process for PwD.

DIAGNOSIS	ANALYSIS	RECOMMENDATIONS
Characterize unemployment in the Portuguese market and identify existent mechanisms in the recruitment of People with Disabilities (PwD).	Analyse the existent Demand and Supply for inclusive recruitment and identify the main challenges before, during and after the recruitment process.	Define the Modus operandi proposal and future challenges identification
▪ Unemployment of PwD in Portugal & existent Legislation	▪ Demand forecast and willingness to hire	▪ The optimal process methodology
▪ Unemployment of PwD vs. People without disabilities	▪ Supply forecast and willingness to work	▪ Social Business Model Canvas
▪ Inclusive recruitment mechanisms and existent players	▪ Existent barriers identification	▪ Potential Challenges
▪ Benchmark of inclusive recruitment		▪ Implementation Plan
		▪ Next Steps
	Deliverables: • Value parameters of working with PwD • Demand and Supply Forecast	**Deliverables:** • Pilot implementation map and budget • Business Angel/Investors Pitch

See **appendix 2** to access the Project's Problem Tree

DIAGNOSIS

Unemployment of PwD in Portugal & existent Legislation

- Quotas legislated in December 2018 impose a **1 to 2%** of PwD quotas for medium and big companies (depending on the company size)

Unemployment of PwD vs. People without disabilities

- Unemployment of PwD in Portugal has been **increasing 27%**, while the general population unemployment decreased by 19% (2011-16)

Inclusive recruitment mechanisms and existent players

- There is no specialized inclusive recruiter capable of filling the market gap in PT
- **OED** is the only specialized player. Has an average success rate of 17,4% (out of 300 candidates) and an average cost of 2 572 € per candidate employed

Benchmark of inclusive recruitment | Walgreens US

A. New distribution center (DC) with 1/3 (200 employees) of the workforce composed by PwD in 2007
  - Same jobs, same pay
  - **Productivity** increase of 20%
  - Employee **turnover was 50% less** for PwD
  - Safety expenses are 77% lower for PwD
  - Culture and management changed to become people centered

ANALYSIS

Demand forecast and willingness to hire PwD:

- There is value added trough **task execution, lower absenteeism, lower turnover** and higher safety
- There is 2 main externalities perceived: **skills set leverage** and **motivation leverage**
- Demand is estimated to reach around **7k candidates in 2019** (if TOP 50 largest companies in Portugal set an aspiration goal of 2%)

Supply forecast and willingness to work

- There is social and economical added value: quality of life enhancement, income increase (starting at 4.6k € per year) and better retirement pensions.
- Supply is expected to be **29.5k job requests** in 2019

Existent barriers identification

- **Lack of awareness** and misbelive in PwD's value
- Lack of incentive due to **high transaction costs** to recruit PwD

RECOMMENDATIONS

The optimal process methodology

A. Companies do not need to take extra efforts on the process but must guarantee:
- **Key players**
- **"Strategic Path"** (overall goal, means & boundaries, implementation strategy)

B. Supply must have a **Single Point of Contact** providing key services with an efficient internal process:
- Data-base system with "Job Analysis" and "Candidate's analysis"
- Filter Screening
- In-house Assessment
- **Transitional Work Group** (90% of success at Walgreens US)

Social Business Model Canvas

A. The **Price is 1.1x monthly base salary** (€600 average based on IEFP data)
- IEFP total funding per candidate is €1 420 (expected grant) plus 2x monthly base salary (signing prize)

B. Contribution margin is **€1 598 per candidate**

C. Total salary costs is €313k at the break even point for:
- #1 **Founder and CEO**
- #1 HR manager
- #1 TWG director

A. The **Break-even point** is **108** candidates in the TWG

Total Investment Needs | **€220.1k**
- Product development | €73.9k
- Business model validation | €49.2
- Market entrance | €82.6k
- Other fixed costs | €14.4k

Incubation Hypothesis | Comparative analysis of competitive advantages for two main owner options ceteris paribus "optimal business model"
- **Start-up**
- New **business unit** inside recruiters

Implementation plan | Implementation Strategy at JMS can serve as a pilot to test proposed hypothesis:

A. February 2019 | **Contact Center Lisboa**
- #6 PwD
- Test Transitional Work Group model with 2 job coaches
- Total cost of 21 885€. IEFP funds 40 to 74% of the costs depending on TWG's success

B. June 2019 | **Contact Center Viseu**
- #33 PwD out of 110 employees (30%)
- Prove candidates' strategic value for the company
- Test and prove full proposed services

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An external analysis showed that the PwD population in Portugal has higher social exclusion rates and higher poverty risk, even though there is legislation that should minimize this problem (1/3)

Unemployment trends

Unemployment rates among people with disabilities increased 26.7% between 2011-2016

- In 2016 there were 13 183 people with disabilities registered in IEFP
- **IEFP employed 10% of this workforce in 2016.** Although this figure is low it still shows an improvement compared to the year of 2011 when IEFP was only able to employ 5% of the job requests
- Unemployment rates for PwD are more severe between the ages of 16-24 years

See **appendices 4-9** to access more PwD's unemployment data

Comparative analyse between PwD registered and employed by IEFP

Legend: ■ PwD registered in IEFP — PwD employed by IEFP

Financial and social support

- The number of **people receiving the "*Súbsídio Mensal Vitalício*", in 2015, was higher than 13k individuals.** This subsidy was set by the *Portaria nº511/2009, de 14 de Maio* and accounts for only €176.76

- In 2015 there were **more than 87k people receiving the "*Bonificação do Abono de Família para Crianças e Jovens com Deficiência*",** which represents 49% more beneficiaries than in 2005

- In 2017 , "*Súbsídio Mensal Vitalício*" was replaced by *"Prestação Social para a Inclusão"*. It compensates people with a level of disability higher that 60% for their extra disability-related expenses

- In 2015 Portugal had **791 social institutions focused on proving support for people with disabilities**, which represents 23k available spots for PwD.

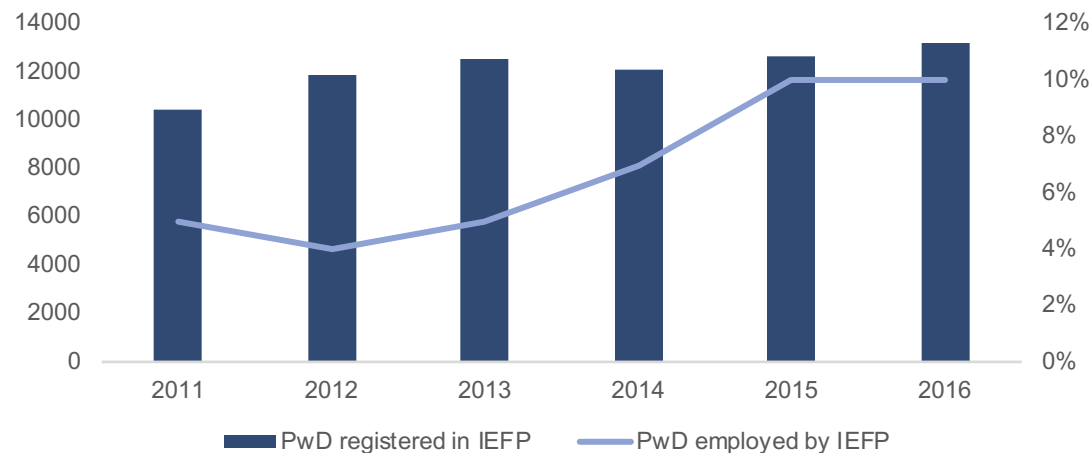**Sources**: ODDH and *Gabinete de Estraégia e planeamento*

An external analysis showed that the PwD population in Portugal has higher social exclusion rates and higher poverty risk, even though there is legislation that should minimize this problem (2/3)

Risk of household poverty or social exclusion in Portugal (%)

2015

- With disability (16-64 years): 38,1
- Without disability (16-64 years): 23,9
- With disability (65+ years): 25,2
- Without disability (65+ years): 14,3
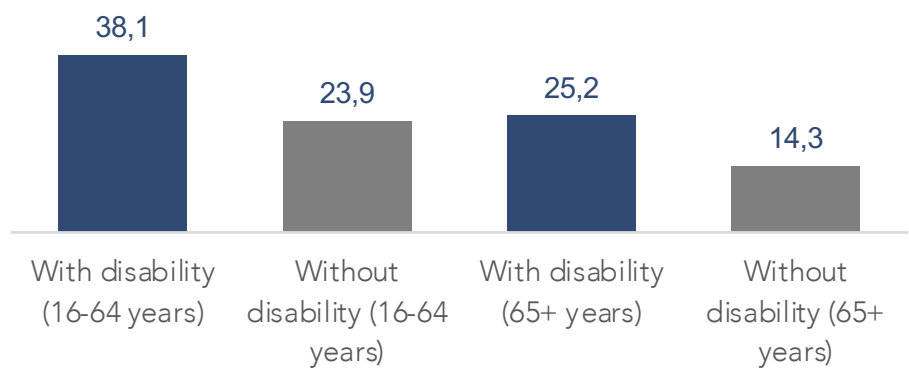
Key metrics

- Of the people with disabilities over 15 years old, **65.84% have the invalidity pension or retirement pension as their primary source of income**

- **Work-related income** is only the **primary source of income to 17.39%** of people with disabilities above the age of 15

- People with disabilities have an **estimated additional life cost between 5 100 and 26 300 euros/year** for their household

Impact of current employment status and salary on future retirement pensions for PwD[1]

■ Annual Δ in income vs. Unemployment, k€   Estimate of future retirement pension, €

	Unemployed	600€/Month	700€/Month	800€/Month	900€/Month	1000€/Month
Annual Δ in income		4.6k €	6.0k €	7.4k €	8.8k €	10.2k €
Future retirement pension	269	463	540	617	693	770
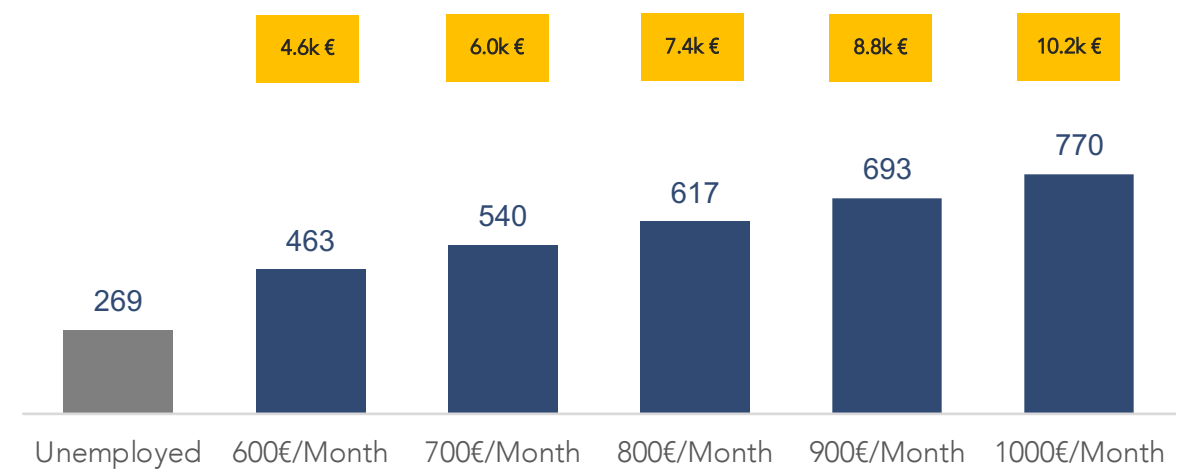
- The **average monthly salary** offered to candidates with disabilities through IEFP is 600€

- Benefits for PwD:
    - Short-term: Higher expendable income and more autonomy
    - Long-term: Perspective of better retirement pension

- Benefits for families:
    - Elimination of previous opportunity costs (e.g. not working to look after PwD)
    - Reduction or elimination of extra costs caused by the disability

[1] Simulation performed using BBVA's retirement pension simulator, for a PwD retiring at the age of 67 and starting working age of 20

Sources: IEFP, ANED, Segurança Social, Team analysis

An external analysis showed that the PwD population in Portugal has higher social exclusion rates and higher poverty risk, even though there is legislation that should minimize this problem (3/3)

Portuguese reality

Current legislation	Legislation proposal for 2019

Current legislation

The current Portuguese law, *"Lei n°38/2004 de 18 de Agosto"* defines quotas of PwD that must be employed both in the private and public sector:

1. **Companies**, according to their size, **should hire PwD in a number up to 2%** of its total workforce

2. **Public administration must employ PwD in a percentage greater or equal to 5%**

Limitations

▪ Poor definition of who is considered to have a disability

▪ No entity to ensure compliance with the law

Legislation proposal for 2019

The Portuguese party *Bloco de Esquerda* proposed a new legislation, *Projeto de lei n°861/XIII/3.ª*, that as the objective to ensure compliance with the quotas set by the law:

1. **Companies,** with more than 50 employees, **must employ at least 2% of their workforce with PwD**

2. Companies must fill **and send an annual declaration to** *Autoridade para as Condições do Trabalho* (ACT) **ensuring that they are in compliance with the law**

3. By not sending the declaration mentioned in point 2 it will be assumed that companies failed to comply with the law

This proposal is a step forward towards the inclusion of PwD as it:
▪ Defines the concept of PwD | **Everyone with an incapacity level higher than 60% (people who receive the** *Atestado multiusos de incapacidade)*.

▪ Establishes which companies have to comply with the law | All companies with more than **50 employees are subject to the law**

▪ Establishes **fines for companies in non-compliance with the law:** 50% of the minimum monthly salary for each of the jobs that should have been filled with PwD

Access to *Projeto de lei n°861/XIII/3.ª:* https://bit.ly/2LO5MSJ

Sources: Projeto de Lei N°861/XIII/3ª report, Diário da República Eletrónico

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Statistical indicators show that PwD in Portugal still face a lot of discrimination to find a job when compared with people without disabilities and these poor conditions lead them to face a higher risk of poverty

People with disabilities VS People without disabilities

Unemployment rate in 2016

People w/ disabilities: 24,2%
Pessoa without disabilities: 14,6%
Δ= -9.6%
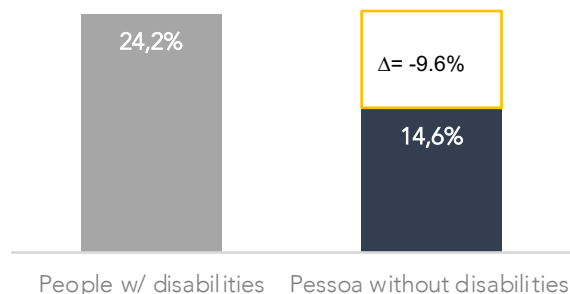
In 2016 the **unemployment rate of people with disabilities was 24.2%** (9.6% more than the average of PwD)

Annual evolution of unemployed people registered in IEFP

Year	PwD registered	Total registered
2011	10408	576383
2012	11913	675466
2013	12537	654569
2014	12080	564321
2015	12667	521611
2016	13183	468282
2017	12911	377791

Data from IEFP shows that:
- Between 2011-2017 **unemployment in general decreased 34.5%** yet for PwD **increased 24%**

- From 2016 to 2017 **unemployment decreased 19.3% for people without disabilities**, yet for **PwD** it only **decreased 2%**

Annual evolution of unemployment by gender

— Women w/disability — Man w/disability
— Women no disability — Man no disability
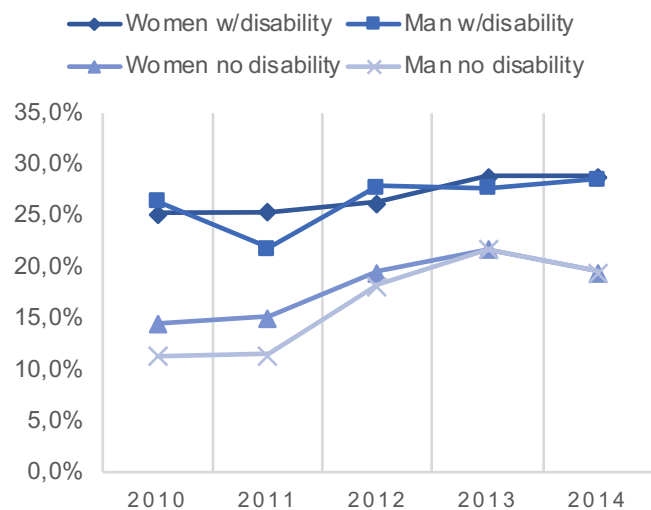
There has been an increase in unemployment rates since 2012 for both genders

In 2014 **unemployment for men and women without disabilities decreased** yet for **men and women with disabilities no improvement was noticed**

Annual ratio of workers with disabilities out of the total workforce

	2012	2013	2014	2015	2016
Public sector	1,76%	1,90%	1,95%	2,17%	2,30%
Private sector	0,42%	0,44%	0,48%	0,51%	0,51%

- - Private sector   - - Public sector
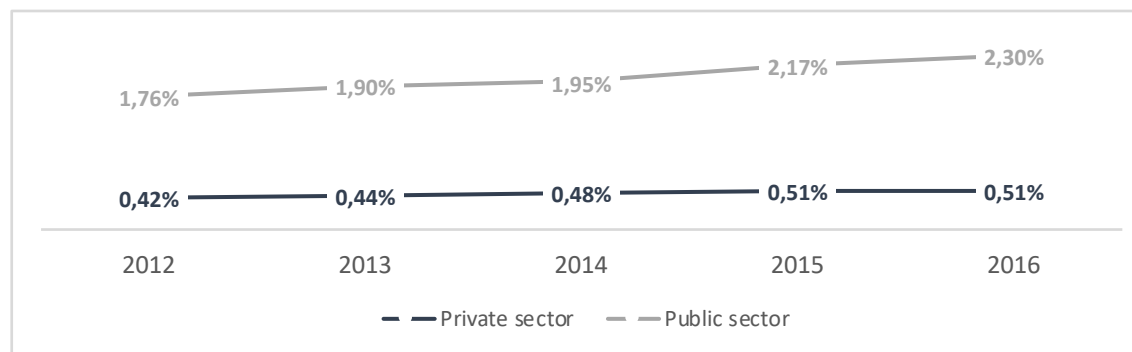
Annual ratio of workers with disabilities has been increasing, however in 2016 the **public sector % was still 2.3%**, and in the **private sector** this ratio was **less than 1%** by the same date.

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The Portuguese market already has some institutions that promote the employment of people with disabilities. However, nowadays there is no specialized inclusive recruitment company, with the capability to fill this market gap

Players category		Services provided within the inclusive recruitment	Advantages	Disadvantages
Social Organizations		Help candidates in their job search: ▪ Help them creating the CV ▪ Prepare them for interviews ▪ Assist them in the integration process	Know the exact capabilities and limitations of candidates, know how to create an environment where the candidates can grow.	The main focus of these institutions is not employment, they are very small in size and cannot support mass employment.
Traditional Recruiters		Help companies attract talented candidates for the company: ▪ Screen CV's ▪ Make the first round of interviews and select the most suitable candidates to present to the companies	Understand exactly what companies are looking for, know best how to make the match between companies and candidates.	Focus on candidates without disabilities given the lack of knowledge and complexity of the process. Within this industry, only Michael Page opened recently a new department that focus exclusively on PwD
Public Entities	OED	Helps candidates with disabilities find jobs: ▪ Advertise the benefits of hiring people with disabilities ▪ Help candidates and companies with their job search ▪ Provide the necessary equipment and knowledge to decrease recruitment barriers ▪ Support the integration process with an occupational therapist that supports PwD and their team	Inclusive recruitment as its core activity: Understand the capabilities and limitations of the candidates and know-how to create an environment where the candidate can grow. As the business grow, they become more efficient during the all process.	Only work with candidates that are registered in the Lisbon's employment center. Their process works better for SMEs. Do not have the means to scale the business – not sustainable.
	IEFP	Incentive companies to hire PwD: ▪ Create awareness through *Marca de Entidade Empregadora* inclusive – recognizes companies with inclusive practices towards PwD ▪ Large budget for financial and physical resources **Disposes a big pool of candidates with disabilities and their competences assessment**	High brand awareness within the corporate world. Offers a wide variety of internships and products that incentivize the recruitment of PwD. PwD applications/recruitment have priority in all processes.	Complex and bureaucratic processes influence the companies' willingness to hire. Also, it does not have the resources to answer all the requests. The less positive brand image perception affects the clients' attraction (PwD & Companies).

See **appendices 10** to access more information on each player

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OED is the main player within specialized inclusive recruitment in Lisbon. Some features of its recruitment process have great potential and must be underlined

A deeper analysis of OED was conducted because they are the only recruiter in Portugal solely focused on the recruitment of PwD, as such, it is expected that they already have develop some good practices that can be replicated in the design of this new recruitment process

Modus Operandi

	Sourcing		Match	Integration
Process description	**for Supply**	**for Demand**	1. **Fully customized match** ▪ **Selection of best candidates for existing opportunities** to send their CV and characterization (limitations & capabilities) ▪ **Negotiation of job function adaptation** according to candidates' skill set and priority tasks within the function ▪ Accompaniment candidates to the interviews at companies' request	1. **"Full ownership over the process"** ▪ Responsible for every bureaucracy to **get subsidies and incentives for the company** 2. Follow up and presence ▪ Preparation of the candidate and company for integration ▪ Accompaniment of candidate and peers.
	1. **In house diagnosis and evaluation of** candidates' capabilities & limitations 2. **Training and formation** ▪ Personalized action plan for each candidate ▪ Training on CV writing, job applications, interviewing, etc.	1. **Active job prospection** ▪ Reach out to companies and talk about inclusive recruitment 2. **Deep knowledge on each organization** ▪ Identify professional profiles and cultural environment for each company 3. **Deep knowledge on each function** ▪ **Identify pre-requisites and priority tasks** within each function		
Responsible	▪ Case managers team (3 Pax) ▪ Occupational therapist (1 Pax)	▪ Prospection team responsible to bide with companies (3 Pax)	▪ Case managers | Therapist | Job prospectors in communication	▪ Case managers team (3 Pax) ▪ Occupational therapist (1 Pax)

Sources: OED Website & Interview with Sara Pestana

OED results reveals an average success rate of 17,4% out of 300 candidates per year and an average cost of 2.572€ per candidate employed, showing there is room to leverage its operations

Distribution of OED's candidates: recruited and in recruitment programs

- Total PWD in OED
- Total PWD in recruitment programs
- Total PWD recruited
- Success rate over Total candidates in OED
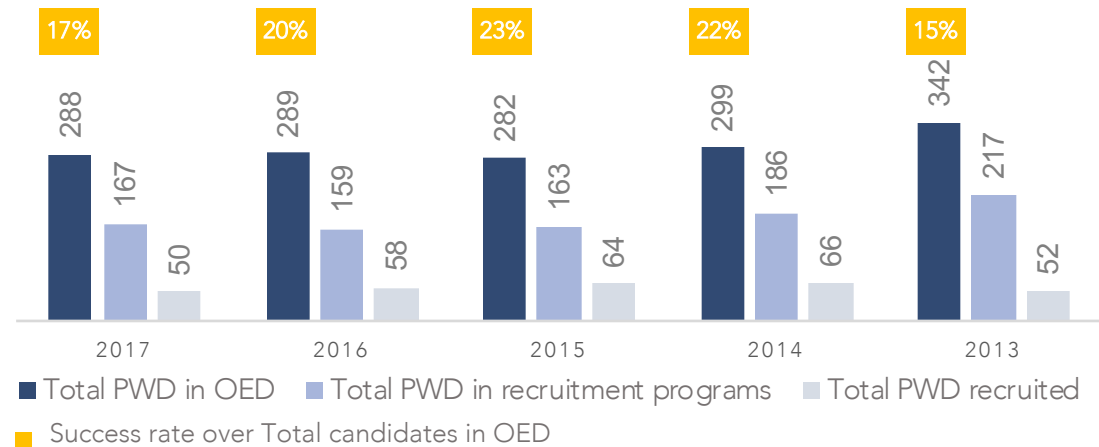
Estimated costs per candidate: recruited and in recruitment program

- Cost by candidate employed
- Cost by candidate in recruitment process
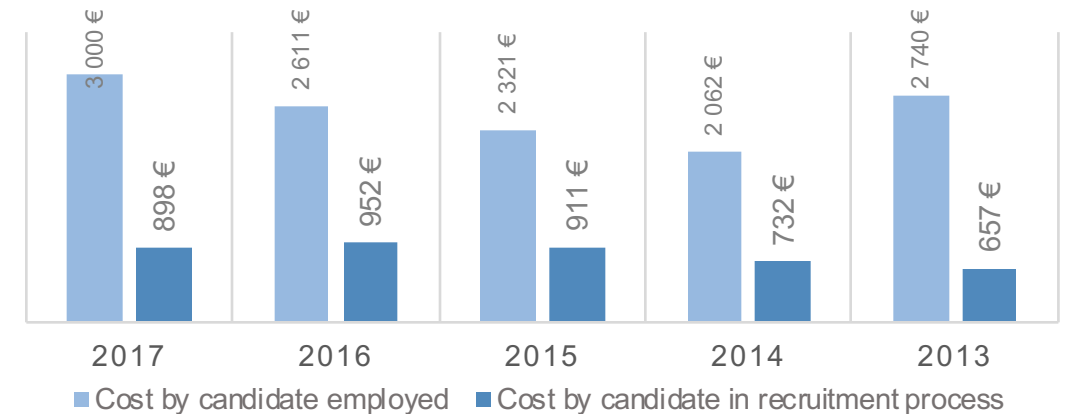
Barriers that stagnate OED and results

1. **Incapacity to reach large** companies (>250 employees)

2. **Too heavy cost structure** given the number of candidates employed per year increases the difficulty to become a sustainable solution

3. **Lack of brand awareness** decreases the potential scalability

Leverage opportunities in OED

A. **Automatization of processes** to reduce labour associated costs (time and salary)
- Enter in big companies do create economies of scale due to time saving in getting to know multiple companies' profiles

B. **Rebranding** to increase awareness and empathy with the agency
- Pull companies interest
- Reach a higher number of candidates

C. **Strategic partnerships with traditional recruiters** so that each player can get specialize in each stage of the process
- OED as a sourcing a screening provider
- Recruiters as an allocation provider

Sources: OED Website & Interview with Sara Pestana

Outside of the Portuguese market, there are already success cases for the employment of PwD in large numbers, namely the Walgreens case. Those success cases were potentiated by the existence of a specialized recruitment agency for PwD (1/2)

Walgreens

Walgreens is the **2nd largest retail pharmacist in the USA,** it is present in all 50 states plus Puerto Rico, the district of Columbia, and the U.S Virgin Island. In 2007 they decided to open **a new distribution center (DC) with 1/3 the workforce being PwD** (=200 employees). **The results were surprisingly positive** leading the company to set common goals in other operations: **to employ 20% of PwD in the entire logistic workforce by 2020, which represents 2000 PwD.**

With such a success, and after a 5 meetings with the ex-Vice President Randy Lewis, it was conducted a deeper analysis of Walgreens. This being said, this business case will be used to prove that there is strategic value being created when hiring this candidates and also, to create more disruptive methodologies and practices useful for more efficient and inclusive recruitment processes

Keys to lunch the initiative	Modus Operandi

PLAYERS

The Field Marshal | A senior operation executive with the desire & authority to launch the initiative and that sets the strategy of the company
The Captain | General Manager with the necessary leadership skills to implement the new initiatives
The Outfitter | Local community partner responsible for the sourcing of capable candidates and coaching candidates during the TWG

PORCESSES

The Mountain | Set clear and motivating goals that inspire employees to work hard to make new initiatives to work
The Gate | Transitional Work Group

Process description

Transitional Work Group (TWG) | PwD do **not have credentials, interviewing skills or work experience** to succeed in a traditional recruiting process, so an alternative door was created allowing these candidates to demonstrate their value and success on job

- **13-week intern-to-hire model** Divided in three periods:

  1. Development of soft skills and work appropriate skills
  2. Simulation of real work
  3. Working side by side with other employees doing actual work

- **Candidates are evaluated on job by the outfitter (Social Agency) and Walgreens Managers.** At the end of the TWG candidates attaining certain objectives are offered a contract to integrate the company as any other employees, based on their productivity and working capacities

Sources: Walgreens and NGWG websites & Randy Lewis Interviews

Outside of the Portuguese market, there are already success cases of the employment of PwD in large numbers, namely the Walgreens case. Those success cases were potentiated by the existence of a specialized recruitment agency for PwD (2/2)

Walgreens

This Business Case also present some concerns in the Business, Safety and Management dimensions. To overcome this challenges, Randy Lewis and his team defined specific tools to guarantee the equality and monitoring mechanisms to guarantee the success of the initiative and the Business productivity. From this practices Walgreens experienced very positive Results (showed below).

Challenges	Results

Business Concerns

PwD are less productive than people without disabilities

▶

- **PwD are as productive as employees without disabilities**
- PwD performed the **same jobs and have the same performance requirements**
- The first **DC opening with 30% of PwD became the most productive** center in 100 years of history of Walgreens
- Employee **turnover was 50% less for PwD** vs. People without disabilities

Safety Concerns

- PwD have more difficulty to understand and follow safety rules
- Safety expenses increase

▶

Safety costs with PwD vs employees without disabilities are:
- Medical treatment 67% lower
- Indemnity / time off 73% lower
- Expense cost are 77% lower

In the specific job function of lift-truck drivers, PwD had 34% fewer accidents events than the remaining population per 1000 motion hours
PwD are more concentrated in the task which increases safety performance

Management Concerns

Managers and teams are not prepared/willing to work with PwD

▶

Cultural change:
- Better managers that prioritize people rather than the process
- More engage workforce which leads to a higher performance

Sources: Walgreens and NGWG websites & Randy Lewis Interviews

AGENDA

If the Top 50 companies in Portugal were to comply with the PwD established employment quotas of 2% in 5 years, that would result in a demand of at least 1.9k PwD per year (investment case)

Hypothesis: The potential demand generated by the Top 50 largest companies in Portugal is enough to proceed with the project and to create an entity to supply that demand

Demand Forecast | Sensitivity Analysis depending on the % of candidates set by Top 50 Companies

Goals	Investment case: Assuming IEFP data on PwD employed in each company in the past 5 years		Base Case: Assuming average of 0.58% PwD employed according to ODDH study	
	# PWD in 5Y	# PWD per Year	# PWD in 5Y	# PWD per Year
1%	4 423	885	2 164	433
1.5%	6 996	1 399	4 739	948
2%	9 572	1 914	7 314	1 463
2.5%	12 147	2 429	9 889	1 978
3%	14 772	2 944	12 464	2 493

☐ 1% is the lower boundary legislated (2018)   ☐ 2% is the ratio set and legislated

Why analyze TOP 50 largest companies in Portugal?

Market Opportunity
Big companies is a segment in which IEFP services, namely OED, still have **difficulties to enter**

Scaling Opportunity
Big companies have the potential to integrate candidates in a sustainable and scalable way (represent 0.006% of total employment in Portugal):
- Higher recruitment needs increases the **economies of scale and time benefits**
- **Common standard positions** exist in every big company (i.e. cleaning, administrative, and other services)

Pulling Opportunity
The **Market mechanisms may be corrected if companies take the decision to hire PWD,** incentivizing recruitment services to find ways to deliver candidates

Why can TOP 50 companies may target higher employment rates?

Demanding Recruitment needs
Big companies do **need to find new sourcing pools** of candidates to meet demanding recruitment needs for the next 5 years
- PWD represent **2.8% of the available unemployed**
- Workforce from top 50 companies is **growing at 7%** on average, per year.

Some sensibility and awareness perceived
31/50 companies have already recruited some candidates (registered in the IEFP). In fact, most of the times the first recruitment is the most difficult one to tackle.

Potential to integrate given its economic activities
Top 50 companies operate in economic activities which have already employed **1 342 candidates** in the past 5 years (registered in IEFP).

- 20% of top 50 companies' workforce operate in **"Retail commerce"** which represent 2.35% of candidates employed in the IEFP
- 19% of top 50 companies' workforce operate in **"Activities from temporary work"** which represent 14.91% of candidates employed in the IEFP

It was verified that companies are willing to hire PwD, considering three main incentives for their employment: Company Social Responsibility (CSR) programs, legislation compliance and extraction of PwD's value added to the company

Verified hypothesis: There is willingness from the companies to hire people with disabilities and therefore, there will be demand for a market solution

Willingness to hire	Main Findings	Relevant Data	Methodology
Legislation-driven	▪ Companies are obliged to employ a minimum quota of PwD of: ▪ **2% for big companies (>=50 workers)**	▪ The proposed fine for not hiring the minimum quota of PwD is **0.5x the monthly wage for each PwD failed to be hired** (*Bloco de Esquerda 2018*)	▪ Legislation consultation and research
Corporate Social Responsibility - driven	▪ Virtually every company has a Corporate Responsibility program ▪ Most of the recruitment of PwD is done in a **charitable basis,** due to personal proximity with disability	▪ Among the **250 largest companies** in the world, **92% have social responsibility programs** (Meier and Cassar 2018) ▪ In **2005**, only **64%** had such a program (Meier and Cassar 2018)	▪ Literature Review ▪ IEFP Data Analysis ▪ In-depth interviews with peers of PwD (n=30) ▪ ICF's "Conselho das Instituições"

Sustainable Value-driven	▪ There is value added for teams and companies who hire PwD in terms of:
	  ▪ **Skills**
	  ▪ **Motivation**
	  ▪ **Engagement**
		▪ PwD have:
		  ▪ **50% less turnover** vs. people with disabilities
		  ▪ **Less than 50% work-related accidents** vs. people without disabilities
			▪ Literature Review
			▪ In-depth interviews with peers of PwD (n=30)
			▪ Walgreens Case Study Analysis
			▪ ICF's "Conselho das Instituições"

Sources: *Diário da República; Harvard Business Review; McKinsey & Company; Walgreens; Team Analysis*

There is a perceived value from hiring PwD, characterized in 3 main externalities. For companies to leverage its employees' skills set, motivation and engagement level there are 3 enablers

Hypothesis: disability is a productive resource within the organization, which fosters valuable externality effects. All the value created through externalities is acquired directly by the company on top of collaborators' salary (which is equal or inferior to the value produced by the collaborator).

Value Enablers	How to catalyse this perceived value	Perceived Value	Externalities

Match between candidate and job function

- Function **fits candidates' skills and considers their limitations** so that one can ensure tasks completion, be useful for the company and a tangible help for the team.

Availability of resources to work autonomously

- Company structure is prepared for candidate's **autonomy** in both **working equipment** and **daily live streams**.

Understanding and sensitivity by direct leaders and peers

- Be willing to connect and understand the candidate so to **"be on his shoes"**
- Be willing to **devote extra time and efforts** to integrate the candidate
- **Take a first step** towards integration and help the rest of the team doing it

Skills Set Leverage | *Fosters a set of Skills, mostly soft*

Problem Solving & Innovation	One-to-one communication	Coaching	Adaptation	Agility

Motivational Leverage | *Develops motivation both at a Personal and Team level*

Problem's Relativization	Purpose Gain	Determination	Relation-based teams
Authenticity	Positive Working Environment	Nonhierarchical relations	

Engagement Leverage | *Increases the employees engagement with the company*

Lower absenteeism	Lower Turnover rates	Talent Attraction

See **appendix 13.1** to access In-depth interviews characterization

Sources: Primary Research, Team analysis

When working directly with a PwD, their direct peers and managers start leveraging/developing skills set that positively affect their marginal productivity for the company

Value	Parameters	Description	Quote from Primary Research
Skills Set Leverage	Problem Solving & Innovation	Solve new organizational challenges and **be oriented to find new working methods and solutions**	*"It demanded me to search and find how a blind person could work… Which programs were available…"*
	One-to-one communication	**Communicate at an individual level** considering each sensibility, background, understanding and reasoning capacity	*"I can only ask him one task at each time and I normally do a lot of drawings as he processes better the information that way"*
	Coaching	**Teach and develop** people with dramatically **different skill sets** in order to achieve production goals	*"Now, we are trying to develop his capacity to prioritize each task given what is happening in the store"*
	Adaptation	**Adapt pre-established functions**, schedules and tasks to integrate candidates' capacities and needs within the team	*"If the candidate can do the key part of the function, the rest is adapted according to his capacities (...) We adapt team's schedules, peers' tasks…"*
	Agility	**React quickly on a day-to-day basis** to deal with candidates' crisis, needs and unpredictability	

Sources: Team analysis, Primary Research

Working with PwD also brings another life perspective for direct peers and leaders, affecting their professional experience and motivation at a personal and team level

Value		Parameters	Description	Quote from Primary Research
Motivational Leverage	Self Level	Problem's Relativization	**Relativize less significant complains** and **increase valorization** of existing opportunities	*"We stop complaining about everything (...) People here must be happy because they know they have fortunate lives"*
		Purpose Gain	**Feel intrinsically rewarded** and **fulfilled** for being accountable for others (Peer) ; **Find a daily purpose** and occupation (candidate)	*"This make us better persons every-day and that is an enormous inner happiness"*
		Determination	**Get a renewed determination** to tackle day-to-day obstacles as the candidate does	*"We get motivated from seeing her [candidate] trespassing limits every day and fighting for want she wants"*
	Team Level	Nonhierarchical relations	**Strengthen proximity across organization structure** as both top managers and peers get together to support the candidate	*"Members from the EC would come to see him [candidate]. As everyone was sensible, there was greater proximity across entire hierarchy"*
		Relation-based teams	**Strengthen relations** as the candidates connect with their peers and extends this phenomena to the rest of the team	*"He [candidate] creates team! (...)Around him people become more sociable and enthusiast in the relations with each other"*
		Positive Working Environment	Foster a positive working environment as the candidate **value the job with** significant **joy** and his presence typically **avoids conflicts**	*"His presence is very special and creates good environment (...) we see someone with big problems but with such joy"*
		Authenticity	**Embrace singularity and authenticity** as inclusion is fostered and consequently applied to all employees equally	*"Here, people have learned to accept very different type of people (...)"*

Sources: Team analysis, Primary Research

The high motivation and willingness to work of this candidates is transformed in lower absenteeism and turnover rates in most cases, but also in talent attraction for the company

Value	Parameters	Description	Quote from Primary Research
Engagement Leverage	Lower Absenteeism	Candidate is **intrinsically devoted to work** and dedicates high efforts to prove his value: fulfill schedules, deliver tasks on time, high levels of ownership over received functions	*"They are much more competent, dedicated, motivated... because they value their job. At the end, they are more productive and serious employees"*
	Lower Turnover rates	Candidate remains in the company as he significantly **values the opportunity** and is **risk-averse** when considering other options	*"They [candidates] do not live the company as they value the opportunity and our support" ; "Here, 97% of the people who get in, stay."*
	Talent Attraction	Attract talent as people value inclusion and diversity as an important factor when choosing where to work	*"People who visit us get really interested and impressed with the inclusion within the company"*
	Consumer Loyalty & Attraction	Hire PwD may have a **strong impact in consumers' brand loyalty**, specially when considering a **direct contact** between the PwD and the client. It may also attracts new clients, driven by word-of-mouth effect driven by the community effect of this niche.	*"He says everything with no filter, is very genuine and this has an effect in our clients. They feel more committed with this place and come more often because most of the times, they develop a relationship with him [the candidate]"*

See **appendix 14** to access In-depth interviews transcription grid

Sources: Team analysis, Primary Research

AGENDA

From the analysis of PwD's willingness to work and IEFP data, it is estimated that there will be 29.5k PwD looking for a job in 2019

Number of employment requests in IEFP made by PwD, Portugal (k)

Requests' success rate [1]

The **willingness to work of PwD** as been **increasing** from 2014 until August 2018. The **CAGR** from this period is **5.64%**. The **% of requests resulting in finding a job** has been **growing ~2% per year** and the **average success rate is 12.1%** over the past 4 years.

2014	2015	2016	2017	2018 (p)
9,0%	11,8%	12,5%	13,3%	13,7% [2]
9,7	10,6	10,9	11,1	8,1 / 4

From Jan until Aug 2018
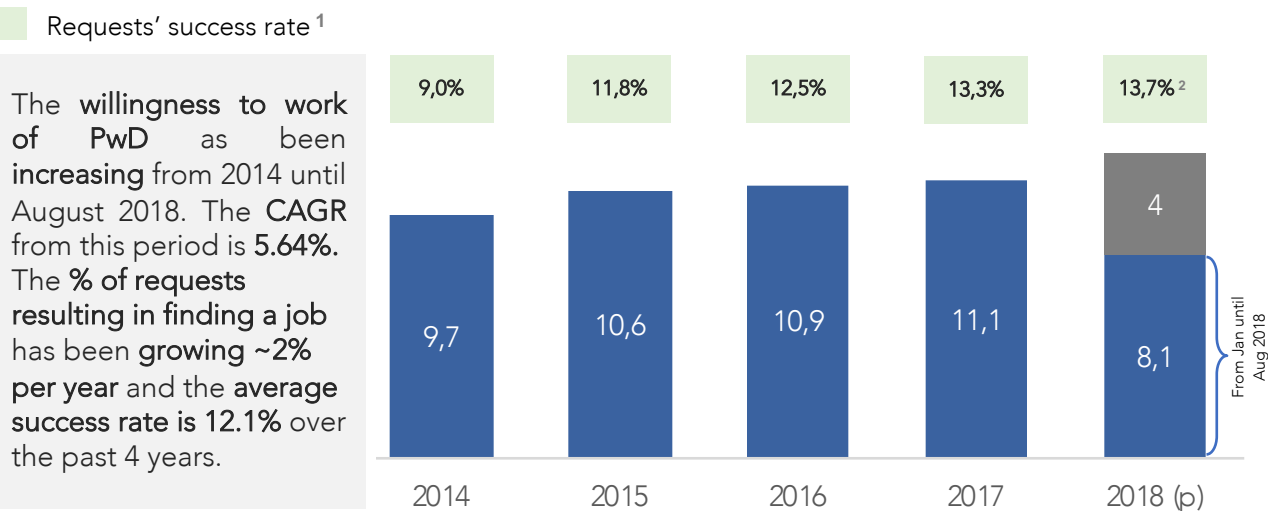
% of Portuguese unemployed population that uses IEFP to find a job (2017)

When considering the absolute value of people with disabilities employed and looking for work in 2015, it can be estimated that only 43% of candidates use IEFP to find jobs.

- 43% ■ IEFP
- 57% ■ Other Channels

Supply Forecast | How many PwD looking for employment in PT (k)

■ IEFP
■ Other Channels

	2015	2016	2017	2018 (p)	2019 (p)
Total	24.4	25.0	25.6	27.9	29.5
Other Channels	13,8	14,1	14,5	15,8	16,7
IEFP	10,6	10,9	11,1	12,1	12,8
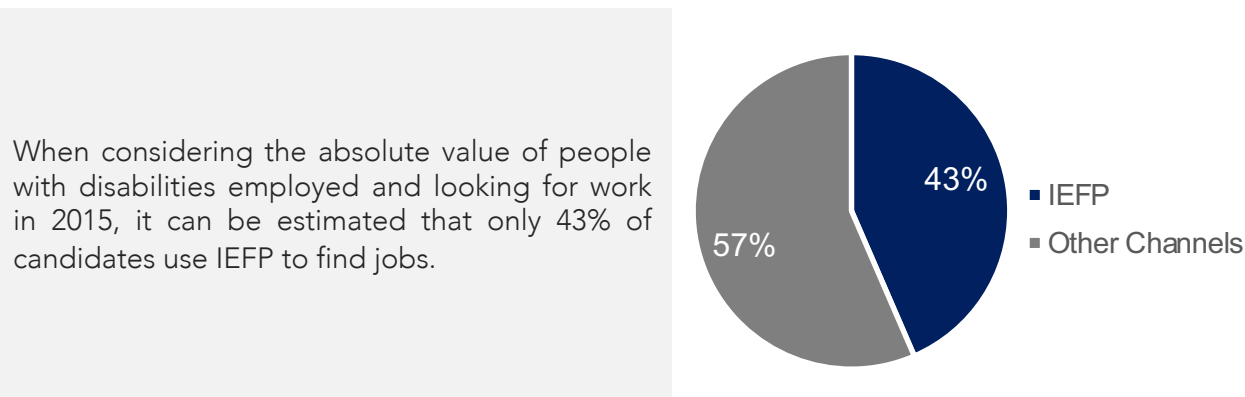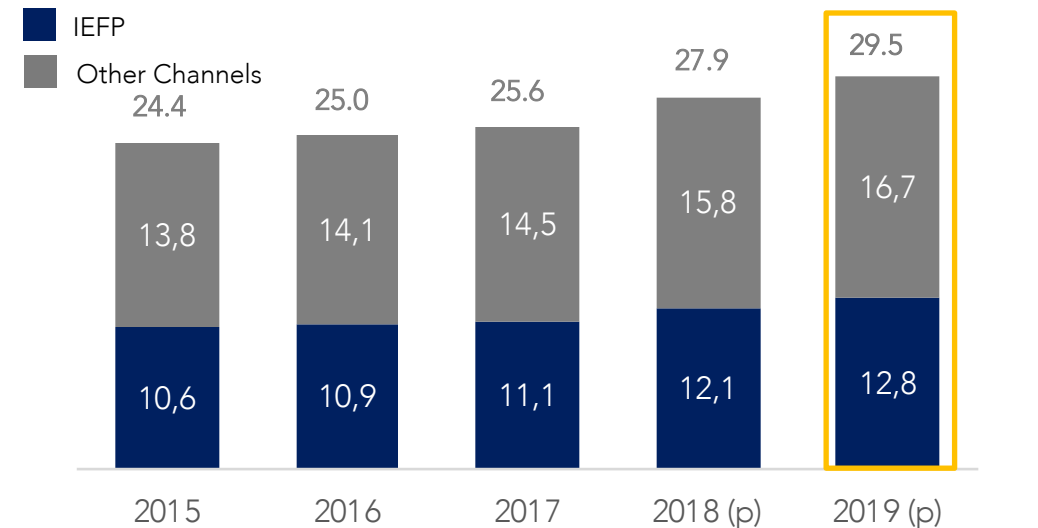
The **Supply** is characterized by the number **of PwD willing to enter in the Portuguese Labour Market.**

This analysis was conducted according to the number of employment requests made to IEFP and the share of candidates who find jobs outside of this platform.

The **forecast of PwD looking for a job position at the end of 2018 is 27.9k** with a growing perspective for 2019 of 29.5k ($\Delta \approx +0.8$).

Additionally, **it is believed that the supply can be further stimulated with the introduction of a robust, efficient process**. In that case, the supply can grow by at least 12.4k more candidates, **assuming 3% of the inactive population of PwD begins searching for jobs.**

[1] Success rate may be deflated due to job contracts that are not communicated to IEFP
[2] Value only considers the time period from January until August 2018

Sources: IEFP, PORDATA, EUROSTAT, The Academic Network of European Disability Experts (ANED)

Qualitative and quantitative analysis were conducted to ensure there is supply, more specifically the existence of value added for PwD in being employed and the existence of PwD already looking for a job in large numbers

Verified hypothesis: There is willingness from people with disabilities to work and therefore, there will be supply for a market solution

Willingness to work	Main Findings	Relevant Data	Methodology
Qualitative Analysis	▪ PwD feel that having a job improves their quality of life: 　▪ Self Esteem 　▪ Self Awareness 　▪ Physical Condition 　▪ Skill Improvements ▪ Peers of PwD also observed the improvement in quality of life ▪ Regardless the barriers, they still value the working experience and so, are willing to work and look for new opportunities	▪ At least one of the four parameters of improvement of quality of life was **always mentioned in every interview with PwD**	▪ In-depth interviews with PwD (n=6) ▪ In-depth interviews with peers of PwD (N=30) ▪ ICF's previous research (*Conselho das familias*)
Quantitative Analysis	▪ PwD are **already actively looking for jobs,** but with low success rates ▪ The estimated **economical impact for the PwD's annual budget** ranges between €4.6k and €10.2k ▪ The estimated **number of PwD looking for a job in 2019 is 29.5k**	▪ In 2007, **11.1k PwD looked for job opportunities** via IEFP ▪ It is estimated that **only 43% of PwD use IEFP's channel** to find jobs ▪ The number of **job requests by PwD** in IEFP has been **growing at an annual rate of 5.6%** (2014-2017)	▪ Literature Review ▪ IEFP Data Analysis ▪ Scenario Analysis

Sources: IEFP; PORDATA; ODDH; Inclusive Community Forum; Team Analysis

In-depth interviews allowed the identification of the main barriers and parameters of value perceived by PwD. A key insight is that, even though there are many barriers, PwD still value working above it

Hypothesis: regardless the barriers that PwD face before, during and after the recruitment process, they still value the working experience and so, are willing to work and look for new opportunities

Main barriers perceived by PwD in the recruitment process			Perceived Value from the working experience	
Misbelieve	Difficulty in finding a job	"I am constantly looking for new job opportunities, because no company gives me a permanent contract. Also, I am rarely called for interviews."	Proactivity & Dedication	"I want to work, I live in 2h distance from by job and so I need to wake up at 5h30 am to arrive on time." " I worry about delivering everything in the best way I can, to return the confidence they gave to me"
	Mismatch	"What hurts me the most is the fact that I have a bachelor degree in psychology and I can't find a job in my area. No one wants to work with a blind psychologist."	Opportunity Valorization	"I really like to work here and I am truly thankful for this opportunity. However this is not my job, since my training area is very different"
	Lack of understanding	" Sometimes is hard to work with people without disabilities, because they don't understand the anguish of having a disability. I feel the need to work with someone that better understands what I feel, or even to bring new ideas and/or methodologies to overcome some barriers."	Comprehension & Patience	"People need to understand how to behave and work with PwD. Because they are not used to it, they just see our limitations and differences. As soon as they understand who we are, they overcome those prejudice."
Lack of technical equipment and workplace accessibility		"It was very hard to perform my job without any resources appropriate for my disability. Since I am blind, I need special equipment to access information and work in a computer, specially because I am an administrative and I work with a lot of papers and readings."	Agility & Adaptation	"I really believe that PwD need to adapt and overcome certain barriers to become more integrated in the company. We cannot demand everything from the company if we do not surpass our fears and problems first."

See **appendix 13.2** to access In-depth interviews characterization

Sources: Primary Research and Team analysis

Demand forecast and willingness to hire   **Supply forecast and willingness to work**   Existent barriers identification

It was verified by the peers of PwD that there is value created for them (PwD), which results in their willingness to work

People working directly with PwD also perceive value when these candidates start to work. For most of them the value created overtime is clear and increases the PwD performance in the company.

Value	Parameters	Description	Quotes
Improved life quality	Purpose and Self Esteem	Gain of **purpose for the candidate's daily life and increased sense of worth** since he has ownership over certain job functions that makes him feel **useful and occupied**	*"She has a big need to be outside home. She would pass the entire day alone at home without being able to move"*
	Self Awareness	**Acknowledgment of self limits and value added** in the company context	*"His major learning was to know himself better and acknowledge his biggest difficulties and qualities. Through work, he could learn more about his limits "*
	Social and communication skills	Development of **communication and social skills**	*"In the beginning he didn't talk to anyone. Now, he introduces himself to new members of the team and integrates them"*
	Physical condition	**Improvement in health conditions** as a result of the daily routines, challenges and higher autonomy	*"Nowadays he walks significantly better because his daily job stimulates it"*

Sources: Team analysis, Primary Research

AGENDA

Given the verification of Demand and Supply, it evidenced the existent Market Gap, supported by the fact the unemployment of PwD in PT has been increasing 27%, while the general unemployment decreased 19% (2011-16)

Main assumption

There is Demand		There is Supply
Sensitivity analysis: Assuming a **1% quota** the analysis **forecasts** an **increase** in job opportunities from 433 to 885 PwD per year		The Supply **forecast** at the end of **2018 is 27.9k** with a **growing perspective for 2019 of 29.5k** ($\Delta \approx +0.8$).

But there is still a Market Gap

▼

Annual evolution of unemployment trend from 2010-14

(20-64 anos; Portugal e UE-28; %

Legend: — PwD (PT) — PwnoD (PT) — EU Average

Where to find the main bottlenecks?

Decision to hire

Decision of accepting or taking the means to hire a candidate with disabilities to meet organization recruitment needs.

Match

Process of allocating a candidate to a job function which fits his motivations, competences and limitations, ensuring the compliance and task execution, through:

Need ID | process of finding possible functions and criteria for sourcing
Sourcing | process of finding candidates through existing channels
Assessment | evaluation of a candidate's competences for a specific job

Integration process

Onboarding process of the company, from the candidate's first day, until the full integration is complete (normally it takes one year)

Which agents might influence each stage?

Demand

Portuguese companies with recruitment needs

Supply

Portuguese PwD with ability to work

Intermediators

Social Organizations that currently tackle social inclusion of PwD, including inclusive recruitment

Others

Other type of agents besides those referred, like PT Government

Sources: IEFP, ODDH 2017 report

| Demand forecast and willingness to hire | Supply forecast and willingness to work | Existent barriers identification |

The Market Gap found is a consequence of various barriers identified before, during and after the recruitment process itself (1/3)

Stages definition:

1. Decision to hire: the decision of accepting or taking the means to hire a candidate with disabilities to meet organization recruitment needs;

2. Match: process of allocating a candidate to a job function which fits his motivations, competences and limitations, ensuring the compliance and task execution. This stage has 3 main steps:

Needs ID: the process of finding possible functions and criteria for the sourcing

Sourcing: the process of finding candidates through existing channels

Assessment: refers to the evaluation of a candidate's competences and subsequent function allocation

3. Integration: onboarding process of the company, from the candidate's first day, until the full integration is complete (normally it takes one year)

Stage	Demand (Big companies)	Supply (candidates)	Intermediator (Inclusive Recruitment services)	Others
Decision to hire a candidate with disability	**A. Lack of awareness and sensibility** for strategic inclusive recruitment ▪ Not aware of the possibility ▪ **Misbelieve on disability strategic value** due to misleading paradigms ▪ Fear from **misunderstanding the disability** and from integrating the candidate ▪ **Fear** from costs associated with **productivity loss (P&L** concerns) **B. Lack of incentive (inertia)** to get in a demanding process ▪ **Multiple approvals required** from different leaderships levels to engage into the process ▪ **High transaction costs**	N/A	A. **Charity-based approach** when presenting candidates to the companies (focus on limitations)	A. **Inexistence of regulations** to enforce legislated quotas (2% and 5%)

See **appendix 16** to access the Barrier's overview

Sources: Team analysis, Primary Research

The Market Gap found is a consequence of various barriers identified before, during and after the recruitment process itself (2/3)

Stage		Demand (Big companies)	Supply (candidates)	Intermediator (Inclusive Recruitment services)	Others
Match	Needs ID	A. Difficulty to **identify job functions** that can be attributed to PwD B. Difficulty to **adapt job descriptions** considering candidates' needs			
	Sourcing	A. **Lack of awareness** regarding existing sourcing channels B. Need to source and **test a higher pool of candidates** (comparatively) to increase match probability C. **Need to deal with multiple channels** for the same purpose	A. **Lack of candidates available in the market** ▪ Lack of confidence, fear and risk-aversion ▪ Lack of family support/incentive ▪ Lack of economic incentives when weighting salary vs subsidies B. **Lack of qualifications** from the available supply	A. **Low scale** to meet big companies' needs ▪ Traditional recruiters **do not consider PwD** ▪ Specialized recruitment services (SO) **do not have enough money and labor resources** to support and expand its candidates pool B. **Reduced interaction between Intermediaries** to cross info	A. **Lack of available data** regarding people with disability to enable efficient sourcing ▪ No cross-data between social security and recruitment services (as IEFP) B. **Reduced adapted educational institutions** and training programs offers
	Assessment	A. **Difficulty** to **assess candidates' competences** ▪ Reduced know-on in dealing and evaluating different types of disabilities ▪ Paradigm (for non-qualified job functions) ▪ Lack of an inclusive behavior, by promoting a positive discrimination B. **High demanding profiles** & **Lack of flexibility to adapt job functions** ▪ Lack of labor and time resources to access possible adaptations ▪ Requirement of multiple checking-points and direct leadership involvement	A. **Lack of self awareness** about own competences B. Lack of capacity to **communicate own competences** C. Lack of an **insightful diagnostics** oriented to the job market	A. Lack of capacity to **negotiate adaptations** on the job functions ▪ Lack of know-how about companies' *modus operandi* to be insightful when proposing adaptations ▪ Lack of labor and time resources for the negotiations (visit the place, be at the interviews)	

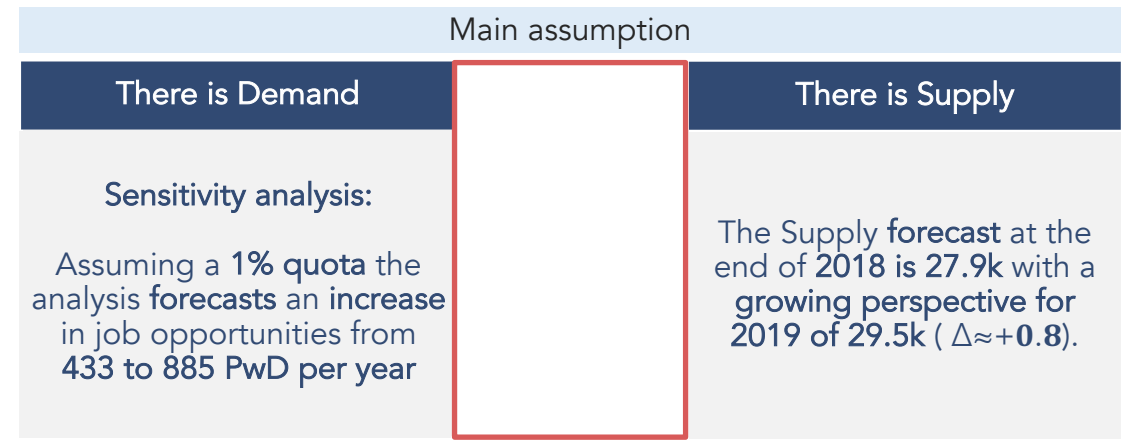| Demand forecast and willingness to hire	Supply forecast and willingness to work	Existent barriers identification

The Market Gap found is a consequence of various barriers identified before, during and after the recruitment process itself (3/3)

Stage	Demand (Big companies)	Supply (candidates)	Intermediator (Inclusive Recruitment services)	Others
Integration process	**A.** Lack of resources and know-how to guarantee **technical equipment and workplace accessibility** for the candidate **B. Tutor needed** to support candidate ▪ Resistance due to lack of training, sensibility, know-how or will **C. Management styles and practices disruption** ▪ No know-how on how to manage an inclusive workforce **D. Extra time** demanded for the integration process until candidate reaches autonomy **E.** A **collective answer** is demanded to integrate the candidate as it implies an effort from the entire team/organization.		**A.** Lack of labor resources to make the **follow-up** for larger scale of candidates	**A. Low transportation means** within the locations ▪ Unprepared accessibility ▪ Low availability of transportation for people with limited mobility or autonomy **B. Complex process in getting government support** • Time consuming bureaucratic processes to get technical equipment and workplace accessibility

When considering the current recruitment process for people without disabilities with or without a Traditional Recruiter services, one can observe the a clean and clearly defined process

The following recruitment process was designed based on **JMS's current procedures** when recruiting talent with and without traditional recruiters intervention. JMS recruitment team was held responsible for entire sourcing, assessment and selection of **more than 2000 candidates** in the last year. The process is based on **interviews and candidate's past experiences**. Furthermore, the recruitment team is not able to recruit PwD in a scalable way as their daily activities and *modus operandi* are not adequate nor sustainable and so, they recur the Traditional Recruiters services
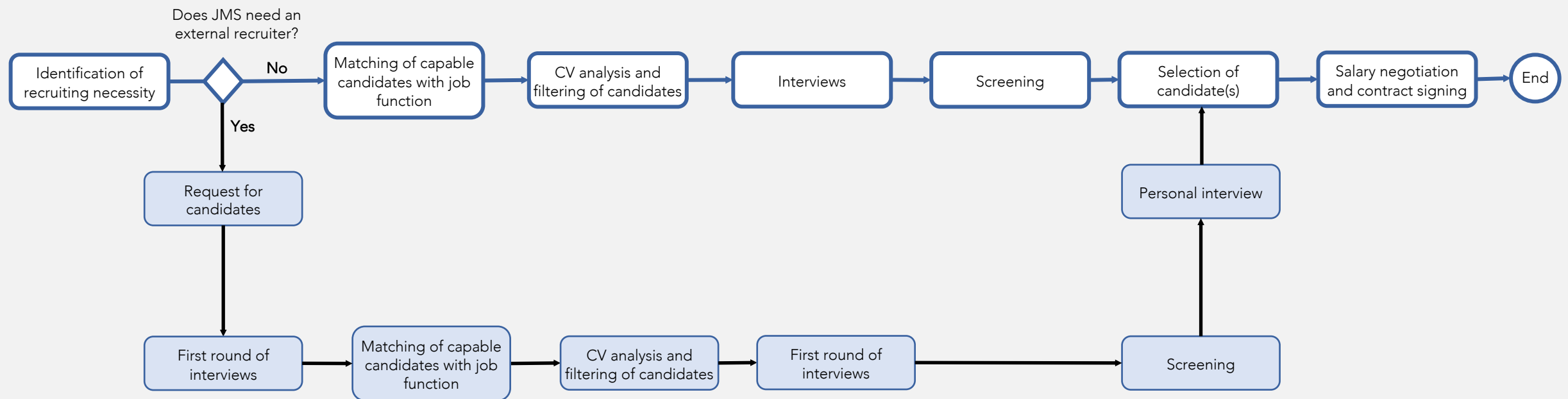
JMS's HR Internal recruitment process   Regular outsourcing recruitment process

Sources: Primary Research at JMS HR

On the other hand, the process for PwD is more complex when comparing to the previews one, it demands more stages, time and resources, resulting in higher transaction costs and a mean time for PwD to find a job of ~208 days

JMS's HR Internal recruitment process   Regular outsourcing recruitment process   Outsourcing recruitment process for PwD

Demand forecast and willingness to hire   Supply forecast and willingness to work   Existent barriers identification

AGENDA

Lack of Awareness and Lack of Incentive are the first barriers founded when considering the recruitment of a PwD and so, the methodology used to implement a market solution needs to overcome these challenges, that strongly influence the following stages

Decision to hire | first stage of the recruitment process

Decision of accepting or taking the means to hire a candidate with disabilities to meet organization recruitment needs.

Lack of Awareness

- Not aware of the possibility
- Misbelieve on disability strategic value
- Fear from misunderstanding disability
- Fear from value lost (P&L concerns)

Integrated Marketing Communication

Unconscious Triggers

Lack of Incentive

- Multiple approvals required internally
- High transaction costs

Optimal Inclusive Recruitment Process

Holistic Methodology | Considering the main inputs from the previous analysis

- Inclusive Talks
- Concelho das Famílias
- HR4Inclusion Pilot & Peer to Peer
- Traditional recruitment Process

ICF Inclusive Recruitment Process

Benchmark

Recruitment Process Bottlenecks

- International Success Cases
- PT Market Good Practices
- Traditional Recruitment

- Primary research analysis | in-depth interviews
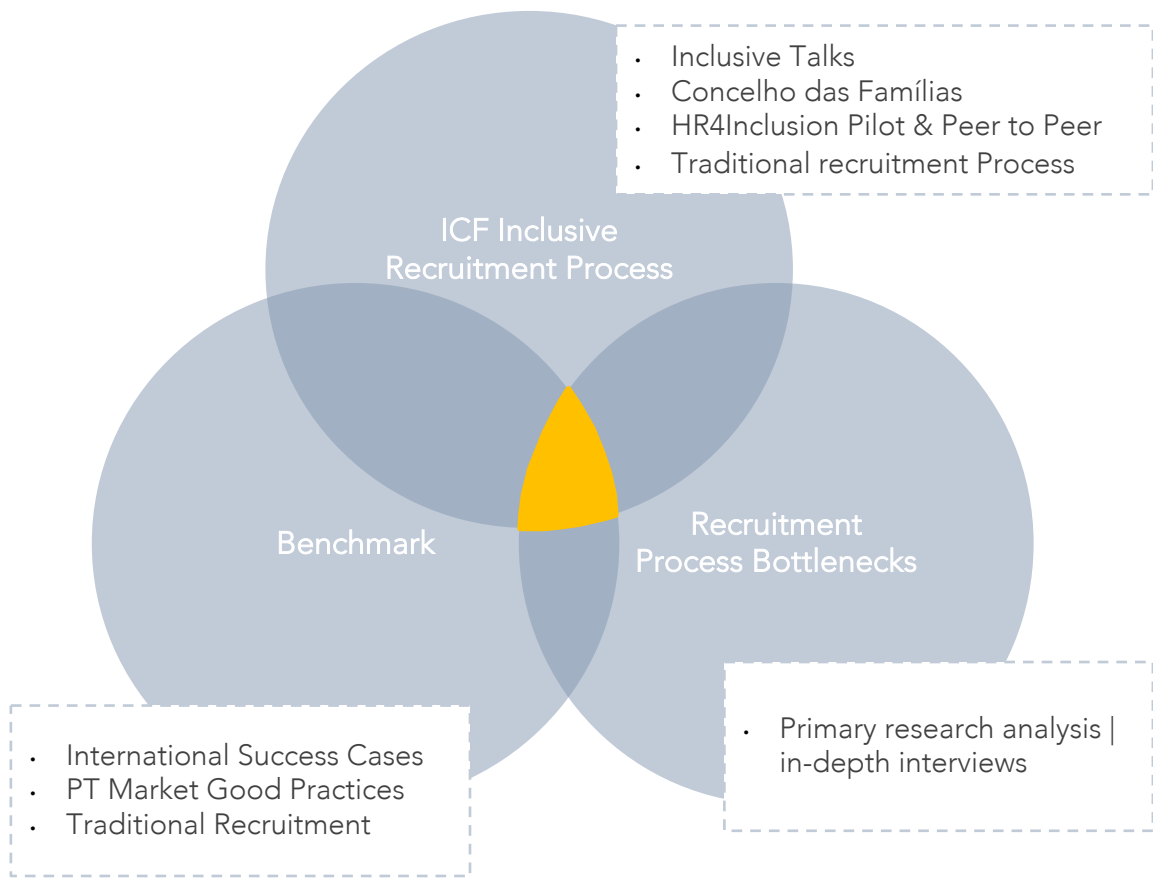
From the need to eliminate the companies' main barriers in the recruitment process, 4 main services were designed as potential solutions. Also, it was understood that the success of this solutions must be provided by a single point of contact between Companies and PwD: LINC

Company needs	Potential solutions	Key Provider

Eliminate existing barriers

Match

Needs ID
A. Difficulty to **identify job functions** that can be attributed to PwD
B. Difficulty to **adapt job descriptions** considering candidates needs

▶ Joint Data Base

Sourcing
A. **Lack of awareness** regarding existing sourcing channels
B. Need to source and **test a higher pool of candidates** (comparatively) to increase match probability
C. **Need to deal with multiple channels*** for the same purpose

▶ Capacities Screening

Assessment
A. **Difficulty** to **assess candidates' competences**
B. **High demanding profiles** & Lack of flexibility to adapt job functions

▶ Customized Candidates' Assessment

Integration process
A. Lack of resources and know-how to guarantee **technical equipment and workplace accessibility** for the candidate
B. **Tutor needed** to support candidate
C. **Management styles and practices disruption**
D. **Extra time** demanded for the integration process until candidate reach autonomy
E. A **collective answer** is demanded to integrate the candidate as it implies an effort from the entire team/organization

▶ Transitional Work Group Methodology

Demand	Supply

A single point of contact: LINC

LINC | *Leveraging Inclusive Connections*

Must **guarantee the following enablers:**

- Match between candidate and job function

- Availability of resources to work autonomously

- Understanding and sensitivity by direct leaders and peers

The single point of contact proposes an alternative recruitment process, adapted to the PwD reality, in which the major innovative approach is the Transitional Work Group

*The Process Service Flow | Considering the previous potential solution

*each stage of the process is detailed ahead

See appendix 19 to access data regarding benchmark methodologies

LINC'S DATA-BASE	CANDIDATES' INITIAL FILTER	LINC'S INTERVIEW	TRANSITIONAL WORK GROUP	CONTRACT
Online platform that gathers **information from candidates and companies' job functions**	A system that makes the **match between the candidates' capacities** & critical **requirements to perform the job**	**Validates candidates' capacities** to secure a proper final match	**Intern-to-hire model** for the company to **observe and validate** the strategic value of candidates	Candidates **hired based on their performance** level

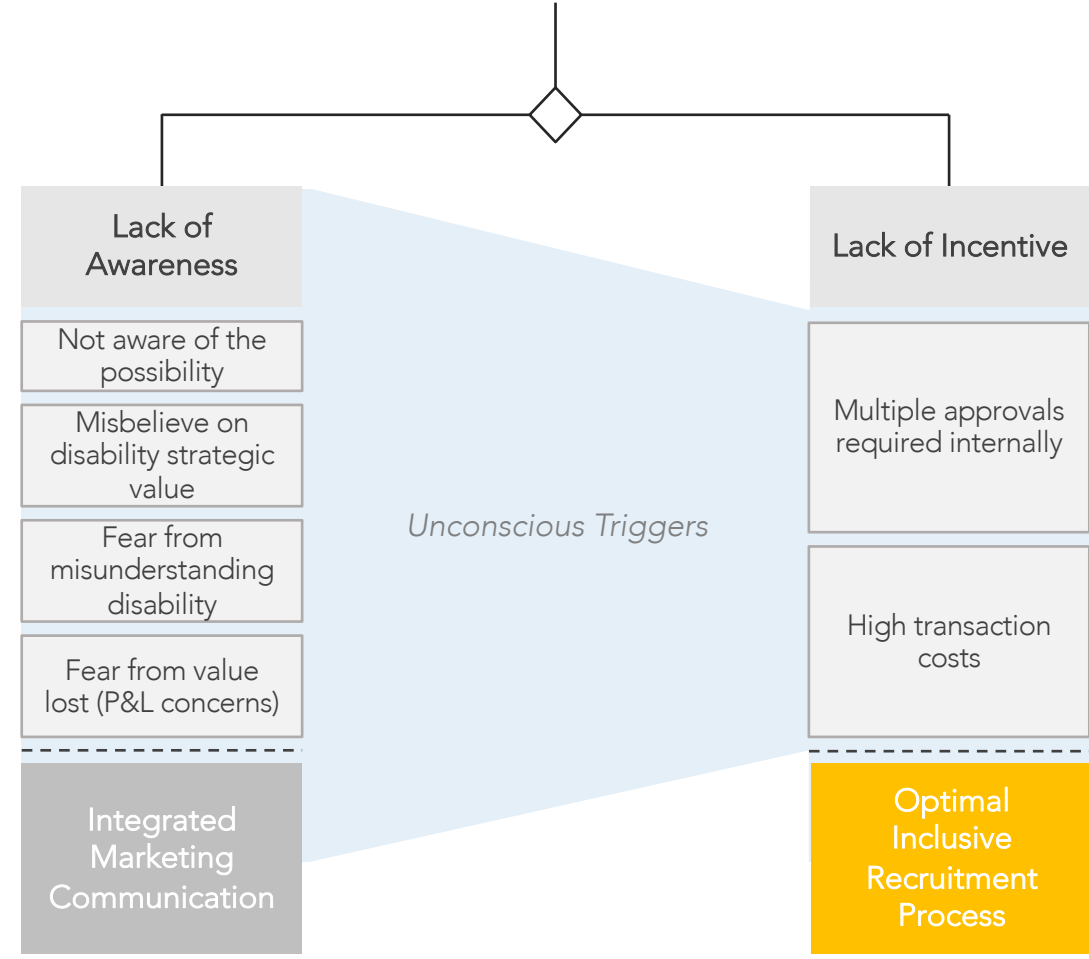| Optimal process Methodology	Social Business Canvas	Growth Opportunities	Financial needs	Incubation Hypothesis	Implementation Plan

The database of candidates and companies/job analyses will create and provide the pivot with a competitive advantage due to network effects and learning economies

LINC's Data-Base

Descriptive

The data-based system **gathers insightful information regarding candidates** available in the market, **through an on-line website login,** and **company's recruitment needs based on their job-analysis.**

- Both candidates' info and job analysis **convey identical items**, criteria and methodology

Expected value added

Create a **single sourcing channel** to aggregate entire demand and supply network:
- **Demand:** Network of companies willing to recruit but without sourcing capacity
- **Supply:** Network of IPSSs, social organizations and candidates who are not followed

Scale sourcing pool for candidates to meet higher recruitment needs

Reduce effort required to detail job descriptions as the pivot produces the "job analysis"

Leverage **useful, available and insightful data which bind both companies and PWD** as both job analysis and candidate's data match through identical items

Modus Operandi

	Who Introduces data?	Which data to introduce?
Companies' Data	**Pivot** introduces data regarding job functions	**"Job Analysis"** I The Result of LINC's diagnosis on each job function: ▪ Read Job Description ▪ Observe daily work ▪ Interview collaborators
Candidates' Data	**Candidate** introduces own data with **Family/IPSS support** or other supervision if needed through an online spontaneous job application form	**"Candidates' Data"** I Includes: ▪ Personal Data ▪ Interest Areas ▪ Certificate of functional competences (CC2 based) ▪ CV (if applicable)

Intervenient

Candidates I Take the decision to be part of the Platform and join the database

Family / IPSSs I Know candidates' capacities

Companies I Decide to recruit candidates, send job description and help in the Job Analysis development: ROI

LINC I Manage the database system. Develops and introduces companies Job Analysis

Note: CC2 refers to "certificate of capabilities 2" developed by the Inclusive Community Forum

An initial filter will screen the candidates who are suited to perform the requested job and therefore should be interviewed in the following LINC's assessment phase

Candidates Initial Filter

Descriptive

For each job request, a program **filters the candidates' database to identify which ones should be prioritized in the next assessment stage.**

- The screening **will not assess the probability of the candidate being a perfect match** for the company and job function.
- It will consider only the **critical functional capacities and competences**
- Other useful information will serve as a prioritization tool

Expected value added

Optimizes resources allocated to assess candidates by only interviewing candidates pulled by the market requests:
- **Reduces the time and the costs** associated with initial **screening** through automation
- **Reduces the number of candidates interviewed** per job request

Eliminates the **difficulty to find "job functions for PwD"**:
- Makes **every job function available to PwD**, as long as their limitations do not interfere with the critical capacities needed for the tasks
- **Improves the probability of having a successful match in later stages** of the selection by guaranteeing that basic tasks can be performed

Modus Operandi

1. The screening tool considers three factors to compare candidates' data and jobs' analysis:

   - **Functional capacities required |** Objective, observable capacities to be assessed (e.g.: need to break after 1 hour, ability to lift 20 kg, ability to speak in full sentences)
   - **Candidates' areas of interest**
   - **Location**

2. The screening tool **generates the list of best candidates to consider in the next assessment stage**

Candidates' data — Job analysis → Screening — Prioritized list of candidates
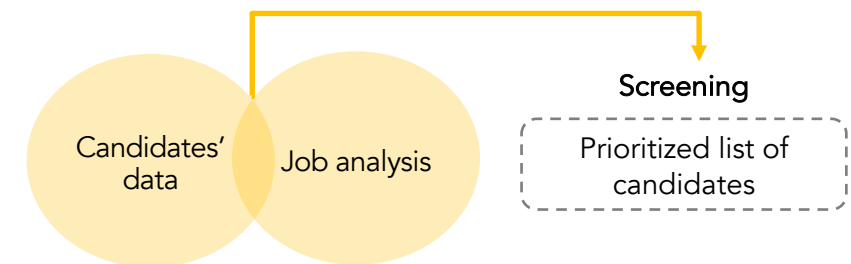
Intervenient

LINC | Has the knowledge to set the criteria rules for the algorithm and fine tune them as the model gets tested. Uses extra information to prioritize the list of candidates

Sources: Team analysis; (Hoffman, et al., 2017)

LINC's assessment phase will validate the screening results and guarantee a good fit between candidate, job and company by evaluating soft skills and critical conditions

LINC's Interview

Description

Shortlisted candidates are assessed to **validate competences, personality and motivation to guarantee a match** between candidate, job function and company.

Expected value added

Decreases time and transaction costs for companies in assessing candidates
- Reduces the time wasted by companies as the responsibility of assessing the candidates is allocated to the pivot.

Improves the **quality of candidate's capacity assessment**
- Pivot has the **resources, know-how and experience** in assessing and dealing with PwD
- Guarantees an **unbiased evaluation** by having the same criteria to evaluate every candidate

Provides an **insightful diagnosis** to meet both candidates' and companies' needs
- Provides **constructive feedback** to candidates
- Gets to **know candidates behaviour and how to deal in the company context**

Allows for **better matching decisions** based on both candidates assessment and job function information (job analysis)

Modus Operandi

LINC selects candidates with the best fit to participate in the TWG through different interviews and practical tests:

	A. Personal Interview	B. Family/IPSS interview	C. Practical Tests
Scope	• Validate **personality** fit • Assess **motivation** and drive • Evaluate **social & hard skills** (if applicable)	• Assess candidate through **family/IPSS eyes** • Understand family/IPSS **support hypothesis**	• Validate **functional capacities** which are critical for the job
Method	• Interview is adapted to candidates needs • Family/IPSS can help at the interview	• Check key support needs as: transportation, integration, feeding, etc.	• **Simulate critical job tasks** through practical exercises (approved by the company) • Assess "how candidates do the task"

Intervenient

LINC | Knows company's needs and how to assess candidates

Families & IPSS | Know candidates' capacities, potential and behaviors

Company | Knows job tasks requirement and want to meet candidates

The Transitional Work Group is the alternative method used to overcome companies' initial prejudice that PwD cannot do the job and traditional hiring process' unintended negative biases against PwD

TWG | Transitional Work Group

Descriptive

TWG is a **13 weeks intern-to-hire model** in which **PwD perform regular work supervised by the company and supported by LINC job coaches.**

By the end, the candidates are hired based on their job performance (vs interviewing skills)

Expected value added

Overcomes misbelieve barrier that PwD cannot do the job
- **Reduces company risk** as the candidate is tested whether can perform the function or not

Surpasses lack of capacity to access candidates' through traditional methods
- **On job tangible assessment** rather than interviews and past experiences analysis
- **Avoids negative bias** against PwD present in the current hiring and on-boarding process

Allows learning on how to deal with PwD: Adequate methods, places, functions, management styles and practices with coaches' support
- **Continuous testing and learning method**

Reduces fear and integration constraints
- Coaches (LINC) are present in the company to support both candidates, managers and the team dealing with candidates' behavior – employees on job training.

Modus Operandi

Two-stage TWG format | Program considers two different stages:

1. Formal Training (from 2 to 4 weeks)   **2. On-job Training** (from 9 to11 weeks)

Objectives

- **Get to know candidates** (both company and coaches) for integration and program adequation
- **First order training** on company policies and procedures; social and work appropriate skills: **soft**

- **"Same Jobs"** and **"Same Pay"**
- **"Same Performance"** at the end of the program

Methodology

- **In-class training** oriented by LINC coaches
- **Rotation** between departments to understand and test a potential fit – job and PwD

- **On-job training** supported by job coaches provided by LINC at no cost for the company
- **Stationed** in final function
- **Periodic evaluations** to assess progress

Intervenient

LINC coaches | Responsible for PwD's follow-up guarantee the production standards and goals, and ensure motivation of the candidates

Companies Training team | Responsible for in-door training: hard & soft skills

Supervisor | Responsible for on job training and supervision

The presented process methodology, helps reducing the transaction costs of PwD recruitment for companies to a minimum, by shifting the burden of the complex process away from the Company, as it can be seen by this new Process mapping overview

■ JMS's HR Internal recruitment process
□ Outsourcing recruitment process for PwD

Need to Hire

Is there a perceived strategic value to hire PwD?

Yes → Board decision to hire PwD → Identify potential Managers

Do Managers perceived the value of working with PwD?

Yes → Managers decision to hire PwD

No → Present Business case Pitch

No → Present Business case Pitch

Request for candidates: send job description

ROI: Make a "Job analysis"

Insert job analysis into the Data Base System

Candidates Initial Filter → Application's Validation Process

Candidates Interview

Filtering candidates eligible for TWG → Initiate TWG

Evaluate performance of candidates in the TWG

Salary Negotiation and Contract signing

New Integration

Website registration:
• Personal Data
• Areas of interest
• Capacities mapping

PwD decision to log in the Platform

Optimal process Methodology | Social Business Canvas | Growth Opportunities | Financial needs | Incubation Hypothesis | Implementation Plan

From the Company's side, it is needed to guarantee the support from key players and to strategically set an aspiration with an ambitious but attainable goal

Company's new Internal Process	Impact	Key Enablers

Company's new Internal Process

Need to Hire

- Board decision to hire PwD
- Identify potential Managers
- Managers decision to hire PwD
- Request for candidates: send job description
- Transitional Work Group
- Transitional Work Group assessment: Results
- Salary Negotiation and Contract signing

New Integration

Impact

Reduce Lack of Incentive

Reduce Multiple approvals required internally

Once this decision becomes part of the Organizational strategy, the approvals required internally will decrease. It will be part of a cultural shift, a more inclusive mindset.

Reduce Transaction Costs

The cost will be reduced since the main steps of the inclusive process will not be part of the company's HR responsibilities.

The process itself will become simpler, once it is adapted to PwD – and will not force the use of the traditional process and individual customization.

Key Enablers

Key Players[1]

The Condestável: Responsible for the organizational results and operations where PwD are employed

The Capitão: Responsible for operations at the selected place and the person to which the leadership skills are a must have

The Supervisor: Responsible for on job training and supervision

Key Goal Path[2]

1st | Overall Goal: **Define the "big dream"** that the company wants to achieve

2nd | Means and Boundaries: **Set means and boundaries** to achieve the overall goal

3rd | Implementation Strategy: **Extend the initiative** based on latest experiences

[1] Detailed in p. 51
[2] Detailed in p. 52

The key players in the company will be the owners of the initiative and will have an active role on dynamizing it and ensuring the milestones proposed ahead are met

Players	Description	Characteristics	Potential category
The Condestável	Responsible for the **organizational results and operations** where PwD are employed | the **number one indicator of success**	▪ Has the **authority to ensure all the resources** and eliminates organizational barriers ▪ **Visible and on-going commitment** to ensure a **cultural shift** and the process feasibility ▪ **Reduces** downstream **leaders' fears** of failing and making mistakes trough the process ▪ **Sets clear, elevating and measurable** goals, to ensure the **motivation** and **capability to deal with alternative methods** to achieve them	Executive Administrator
The Capitão	Responsible for **operations at the selected place and the person** who must have leadership skills	▪ Truly **desires the success of the process** ▪ Guarantees the **commitment and supports its employees** ▪ Someone **creative, resilient, agile** and **whose team calls upon** ▪ Should be **a volunteer or a manager that understands the potential value of PwD**	Department Managers Department Directors
The Supervisor	Responsible for **on-job training and supervision**	▪ Someone who has the **field know-how** – practical terms of job functions ▪ **Understands the TWG** process and has the **skills to assess the candidates' performance** ▪ Has **leadership and communication skills** ▪ **Ensures the tasks execution** to maintain the production goals set	Specialized Technician

The "strategic path" is the skeleton that orients the company through setting an overall goal, the means and boundaries to achieve it and an implementation plan

Set the Overall Goal	Set Means & Boundaries	Set an Implementation Strategy

Define the "big dream" that the company want to achieve in 3 dimensions:	Set means and boundaries to achieve the overall goal in 4 different features:	Implement initiative through 2 progressive stages to follow companies' learning curve:

Set the Overall Goal

1. State **motivations** behind the initiative
2. State **inherent strategic value** on inclusive recruitment that the company wants to achieve
3. State the **Specific Goal** to achieve: percentage of PwD within the workforce

Set Means & Boundaries

1. Business **objectives**
   - Performance standards;
   - Productivity;
   - Costs
2. **Job functions** adaptations
3. **Internal Processes**
4. **Policy** and **Management** styles adjustments

Set an Implementation Strategy

1st | Learning lab & Proof of concept

1. Select 1 division for pilot based on best likelihood of **success** and **contribution** to the overall goal
2. Ask for **volunteers** among the managers to ensure motivation and drive

Underlying Objectives

- Guarantee a **clear and justifiable target**
- **Align a consistent path** within the Organization and LINC to reach the goal
  - **Objective criteria** to assess progress and conquests
  - Helps to determine what are the **next steps** in progressing to the overall goal
- **Inspire** those who will implement with a **powerful and challenging meaning**
  - Helps to **keep going the setbacks** along the way

Underlying Objectives

- **Learn** how to deal and work with PwD
- **Prove** that PwD can meet performance standards and destroy misbelieve on PwD strategic value
- **Internal awareness** and communications purposes

2nd | Overall Goal

1. **Extend initiative** progressively to the rest of the company finding new divisions willing to employ PwD

Optimal process Methodology	Social Business Canvas	Growth Opportunities	Financial needs	Incubation Hypothesis	Implementation Plan

AGENDA

Due to the social component of the proposed market solution, a modified version of the Business Model Canvas was used to consolidate the business model: The Social Business Model Canvas

Why Social Business Model Canvas

This framework was used due to its focus on the social and business dimensions. It allows the entrepreneur to create synergies between the beneficiary and the client. Since LINC has the social purpose of integrating PwD in the society through their inclusion in the labour market, the main clients that guarantee their integration are companies.

Social Business Model Canvas

Key Resources	Key Activities	Type of Intervention	Segments	Value Proposition
What resources will you need to run your activities? People, finance, access?		*What is the format of your intervention? Is it a workshop? A service? A product?*		Social Value Proposition / Impact Measures
Partners + Key Stakeholders		**Channels**	Beneficiary / Customer	*How will you show that you are creating social impact?* / Customer Value Proposition
Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?	*What programme and non-programme activities will your organisation be carrying out?*	*How are you reaching your beneficiaries and customers?*	*Who are the people or organisations who will pay to address this issue?*	*What do your customers want to get out of this initiative?*
Cost Structure		**Surplus**	**Revenue**	
What are your biggest expenditure areas? How do they change as you scale up?		*Where do you plan to invest your profits?*	*Break down your revenue sources by %*	

Inspired by The Business Model Canvas

Segments	The Beneficiary and the Customer. It helps identifying who benefits from the services provided and who pays for it
Value Proposition	Social Value Proposition represents the value created for beneficiaries and Customer Value Proposition as the value created for costumers
Type of intervention	Explanation of how the value created will be delivered
Key activities	Description of the activities that the company must be develop for the company to fulfill its business purpose
Partners	Description of other entities that will leverage the company services and allow for the creation of even more value
Channels	Identification of the channels used to create awareness and deliver the value proposition for both beneficiary and customer
Resources	Identification of key inputs needed to make the business model work, it includes different kinds of resources: physical, intellectual, human and financial
Cust Structure	Costs that the company will incur to deliver the developed business model
Revenue	Earnings that the company will get by delivering its services
Surplus	Description of how profits will be invested

Sources: Social Innovation Lab, Toolbox website

LINC helps medium and large companies achieving their targets of PwD employment, therefore increasing the percentage of PwD in the labour market and their participation in the community

Segments

Beneficiary | Who beneficiates from LINC intervention	Customer | Who will pay to address this issue

People with Disabilities

People with **long term physical, mental, intellectual or sensorial incapacities,** who face several barriers **that compromises an effective and equalitarian integration** in the society
- Between 18 and 65 years old;
- Living in Portugal;
- Willing to have a professional experience;
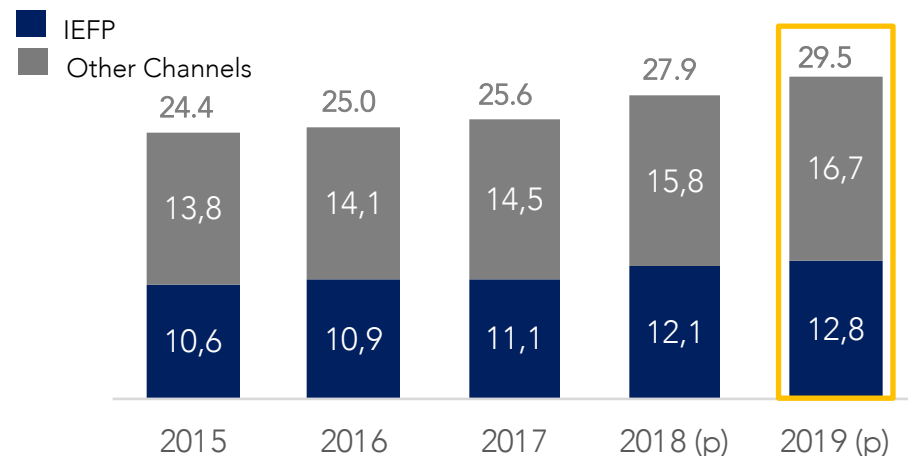- Portuguese language speakers;

Medium & Large Companies

Organizations with **high recruitment needs**, with **higher potential to recruit** in bulk. Those who have more difficulty to achieve the legal % of PwD employed and that Social Organizations cannot reach easily.
- More than 50 employees;
- Located in Portugal;
- With need to recruit in bulk (>3)
- Willing to hire PwD
- Recognize the strategic value of PwD (i.e. Companies that signed the Portuguese Letter for Diversity*)

Supply Forecast – How many PwD looking for employment in PT (k)

Legend:
- IEFP
- Other Channels

Year	Other Channels	IEFP	Total
2015	13,8	10,6	24.4
2016	14,1	10,9	25.0
2017	14,5	11,1	25.6
2018 (p)	15,8	12,1	27.9
2019 (p)	16,7	12,8	29.5

Demand Forecast – Sensitivity Analysis for 50 largest Companies

Goals	Investment case: Assuming IEFP data on PwD employed in each company in past 5 years		Base Case: Assuming average of 0,58% PwD employed according to ODDH study	
	# PWD in 5Y	# PWD per Year	# PWD in 5Y	# PWD per Year
1%	4 423	885	2 164	433
1.5%	6 996	1 399	4 739	948
2%	9 572	1 914	7 314	1 463
2.5%	12 147	2 429	9 889	1 978
3%	14 772	2 944	12 464	2 493

1% is the lower boundary legislated (2018)   2% is the ratio set and legislated

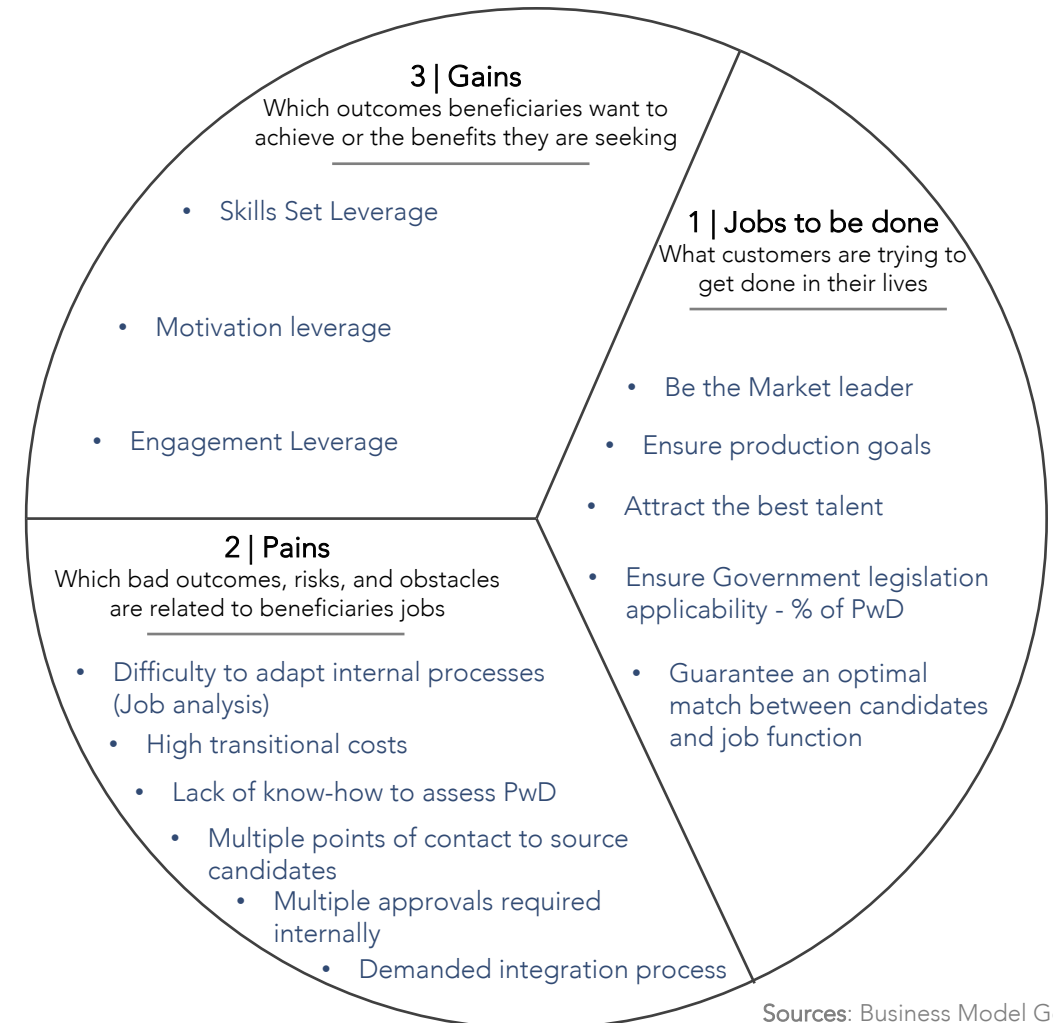*Access to Portuguese Letter for Diversity: www.cartadiversidade.pt/

Although both parties have the same final goal, there are still many jobs to be performed, pain points to address and gains to be created by both sides

Segments

Beneficiary | Who beneficiates from LINC intervention

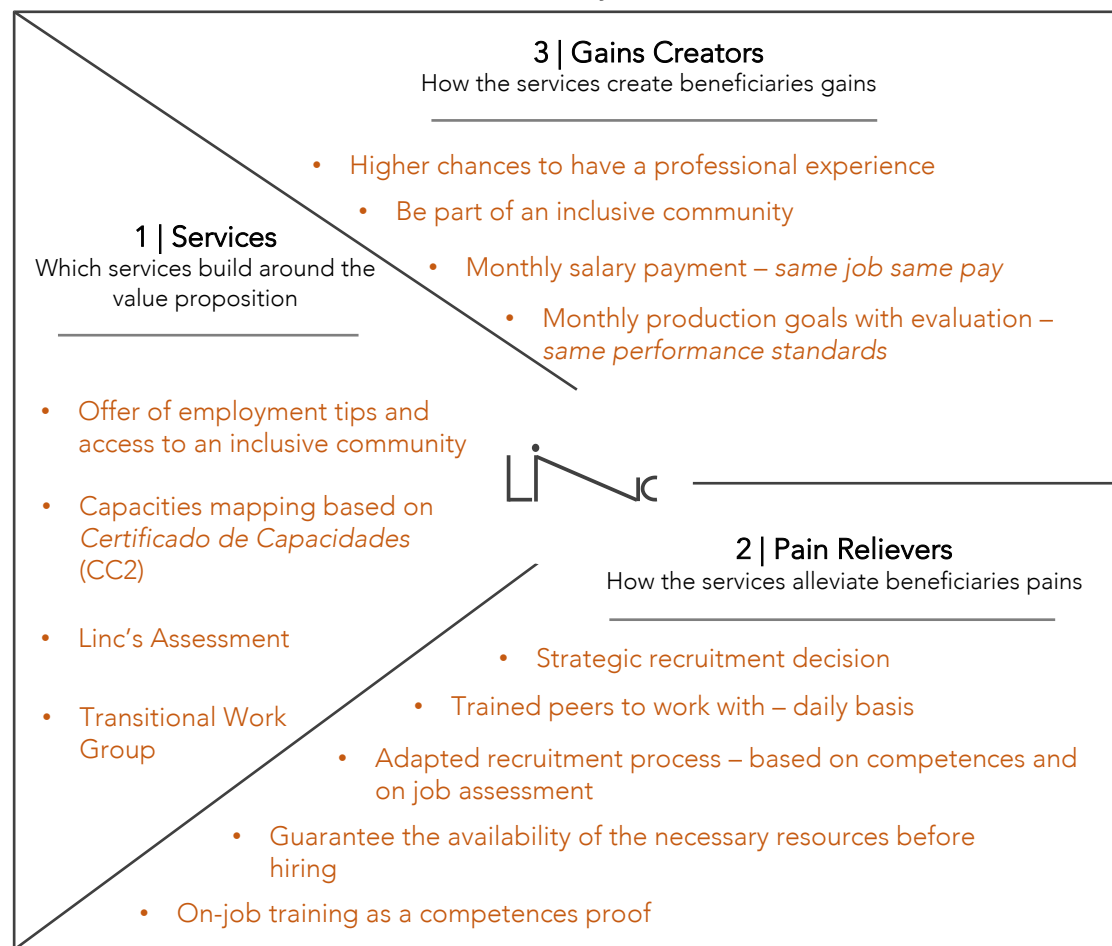**Customer | Who will pay to address this issue**

Beneficiary

3 | Gains
Which outcomes beneficiaries want to achieve or the benefits they are seeking

- Integration in the society
- Financial stability
- Autonomy
- Equal opportunities
- Personal Development
- Sense of fulfilment

1 | Jobs to be done
What beneficiaries are trying to get done in their lives

- To find their place in the society
- Independence
- Job opportunities
- Professional Experience
- Gain a Purpose

2 | Pains
Which bad outcomes, risks, and obstacles are related to beneficiaries jobs

- Charity-based approach to hire
- Lack of awareness and sensibility
- Non-Inclusive Recruitment Processes
- Lack of resources (transports and on job)
- Lack of qualifications

Customer

3 | Gains
Which outcomes beneficiaries want to achieve or the benefits they are seeking

- Skills Set Leverage
- Motivation leverage
- Engagement Leverage

1 | Jobs to be done
What customers are trying to get done in their lives

- Be the Market leader
- Ensure production goals
- Attract the best talent
- Ensure Government legislation applicability - % of PwD
- Guarantee an optimal match between candidates and job function

2 | Pains
Which bad outcomes, risks, and obstacles are related to beneficiaries jobs

- Difficulty to adapt internal processes (Job analysis)
- High transitional costs
- Lack of know-how to assess PwD
- Multiple points of contact to source candidates
- Multiple approvals required internally
- Demanded integration process

Sources: Business Model Generation

Optimal process Methodology | **Social Business Canvas** | Growth Opportunities | Financial needs | Incubation Hypothesis | Implementation Plan

LINC simplifies the recruitment process for PwD by sourcing, assessing and integrating the candidates with disabilities through an inclusive-friendly process, with no extra transaction costs for companies
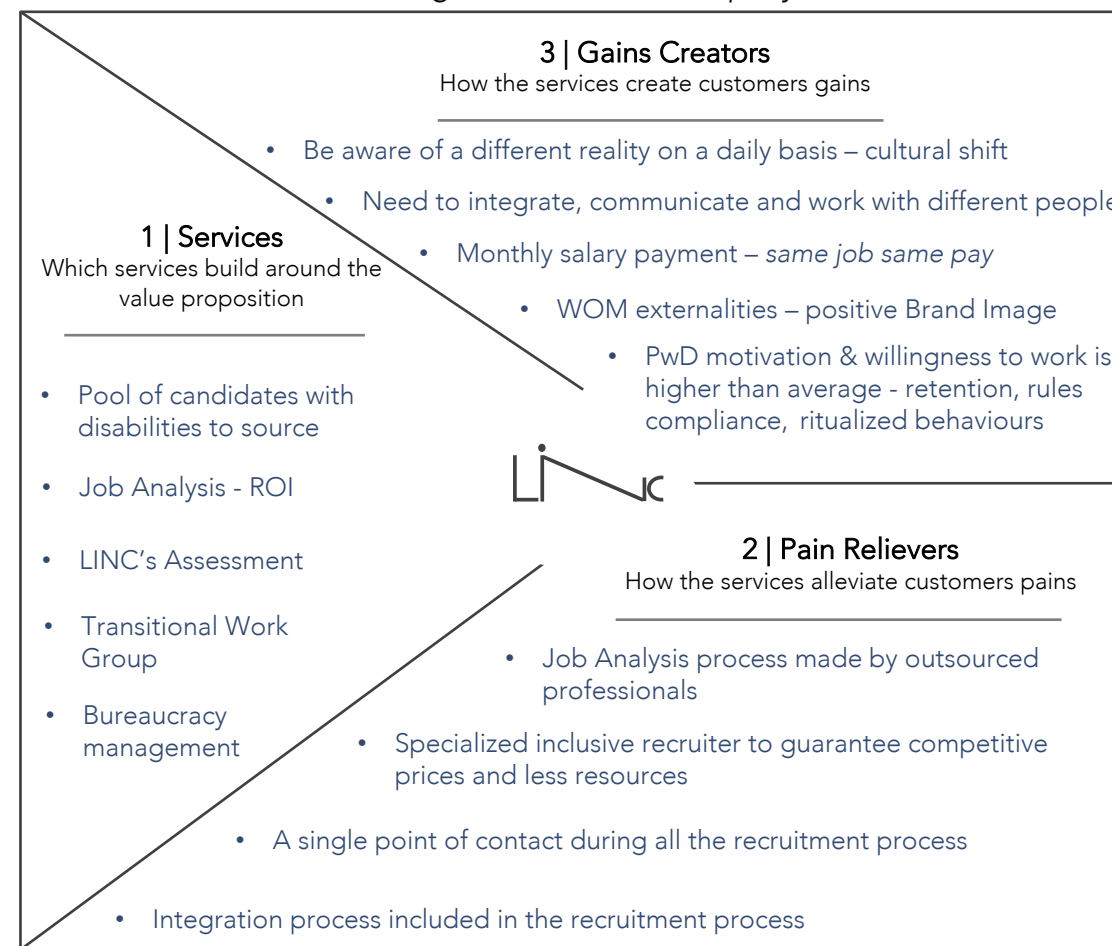
Value Proposition

Beneficiary | What your beneficiaries want to get out of the initiative	Customer | What your customers want to get out of the initiative

Include PwD in the labour market as a way to better integrate them in the society

Deliver a less complex and costly inclusive recruitment and enhance strategic value for the company

3 | Gains Creators
How the services create beneficiaries gains

- Higher chances to have a professional experience
- Be part of an inclusive community
- Monthly salary payment – *same job same pay*
- Monthly production goals with evaluation – *same performance standards*

1 | Services
Which services build around the value proposition

- Offer of employment tips and access to an inclusive community
- Capacities mapping based on *Certificado de Capacidades* (CC2)
- Linc's Assessment
- Transitional Work Group

2 | Pain Relievers
How the services alleviate beneficiaries pains

- Strategic recruitment decision
- Trained peers to work with – daily basis
- Adapted recruitment process – based on competences and on job assessment
- Guarantee the availability of the necessary resources before hiring
- On-job training as a competences proof

3 | Gains Creators
How the services create customers gains

- Be aware of a different reality on a daily basis – cultural shift
- Need to integrate, communicate and work with different people
- Monthly salary payment – *same job same pay*
- WOM externalities – positive Brand Image
- PwD motivation & willingness to work is higher than average - retention, rules compliance, ritualized behaviours

1 | Services
Which services build around the value proposition

- Pool of candidates with disabilities to source
- Job Analysis - ROI
- LINC's Assessment
- Transitional Work Group
- Bureaucracy management

2 | Pain Relievers
How the services alleviate customers pains

- Job Analysis process made by outsourced professionals
- Specialized inclusive recruiter to guarantee competitive prices and less resources
- A single point of contact during all the recruitment process
- Integration process included in the recruitment process

Optimal process Methodology	Social Business Canvas	Growth Opportunities	Financial needs	Incubation Hypothesis	Implementation Plan

It is imperative for LINC to act as a single point of contact between clients and candidates, and to englobe the entire recruitment process, from candidates' sourcing to the contract signing

Type of Intervention | What is the format of LINC intervention?

A **single point of contact** between Companies and Candidates with Disabilities
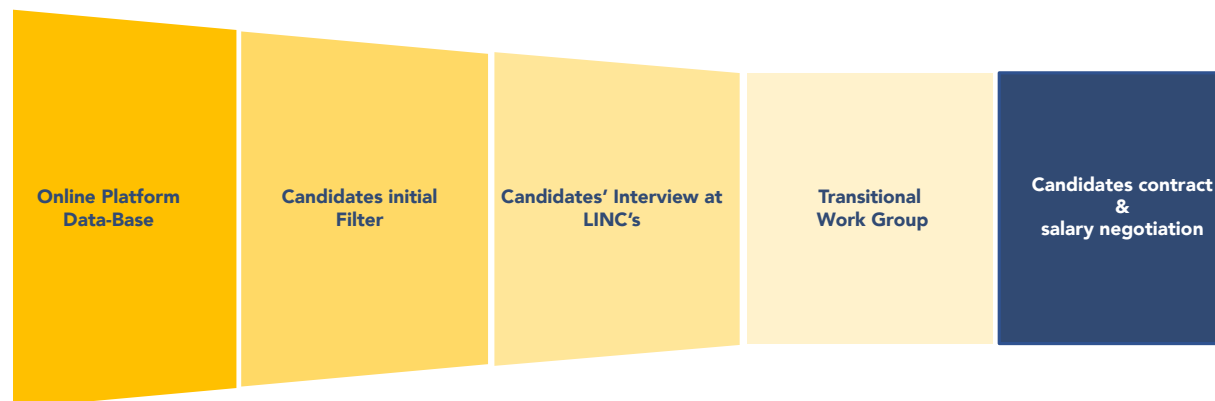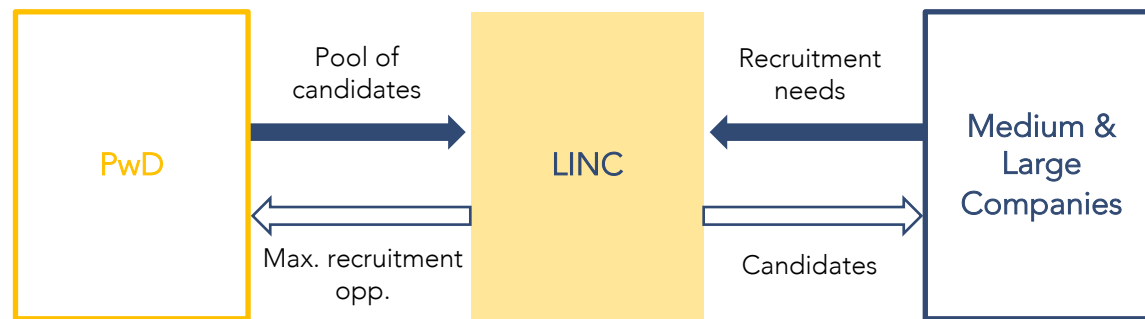
1. **Low transaction costs** for the company when hiring PwD

2. **Aligned inclusive mindset** inside the company through an on-job cultural shift

3. **Capacity-based approach** considering sources of assessment different from the traditional recruitment process

4. **Full-service delivery** including all sourcing, screening and assessment stages for an efficient inclusive recruitment process

5. **Disruptive assessment process** that **maximizes the potential integration of candidates** in the company:
   - **Eliminates the fear** of hiring and dealing with PwD
   - **Reduces the risk of mismatch**
   - Provides the necessary **resources to maximize the PwD production** once hired

LINC core activities were designed considering the needs and challenges faced by both PwD and companies to ensure that value is being created for both parties (1/2)

Core Activities

Beneficiary | Which activities are developed for beneficiaries

Offer of employment tips and access to an inclusive community	User-friendly and **accessible website** that allows PwD to be integrated in an **inclusive community:** ▪ Be part of a **pool of candidates** eligible for professional opportunities ▪ Access to common and **best practices** for each phase of the recruitment process
Capacities mapping based on *Certificado de Capacidades* **(CC2)**	A **certificate that assesses the candidates competences** and abilities. It must be filled as soon as the log in is done on the LINC platform and, to ensure its quality, candidates are asked to do it with their families and/or Social Organition's tutors.
LINC's Assessment	Specialized **know-how to assess candidates with disabilities:** ▪ **Assessment Customization** to each job function and candidates' specific competences (based on CC2) ▪ Collaboration with candidates' **family** and **related Social Organization** to better understand and know the candidate.
Transitional Work Group	An **internship programme supported by job coaches** and supervised by the company to **guarantee candidates´ match and proper integration:** ▪ **Technical skills training** in real work environment to develop candidate towards achieving the expected job performance ▪ **Soft and work-appropriate skills training**

LINC core activities were designed considering the needs and challenges faced by both PwD and companies to ensure that value is being created for both parties (2/2)

Core Activities

Customer | Which activities are developed for costumers

Pool of candidates with disabilities to source	▶ **Big and reliable pool of PwD** to guarantee a consistent sourcing channel and associated costs decrease
Job Analysis	▶ **Professional and customized Job Analysis** – Reading, Observing and Interviewing jobs perfomance by experts, based on the companies job descriptions.

LINCs Assessment	▶ 1. **Initial Filtering:** initial match done between job analysis and candidate analysis (CC2):
	   ▪ **List of candidates that have the necessary competences** to perform the company's job function
	2. **LINC's Interview:**
	   ▪ **Validation of candidates competences**, personality and motivation **to guarantee a deeper match** between candidate, job function and company – second screening

Bureaucracy management	▶ **Ownership over all bureaucracies with IEFP and other partners:** ▪ IEFP's *Estágios de Inserção*: prepares all the legal procedures and paperwork, receives the funds from IEFP to payback the candidates.

Transitional Work Group	▶ 1. **TWG programme design** adapted to both candidates and company needs
	   ▪ Job coaches together with the training team develop a training plan that maximizes candidates' learning and development
	2. **Training session for peers, mentors, teams and supervisors** (when necessary)
	3. **TWG support**
	   ▪ Job coaches are held responsible for 3-5 candidates
	   ▪ Job coaches support supervisors and peers to guarantee that each candidate is delivering, learning and being integrated in the company.
	   ▪ Job coaches work directly with supervisors to keep performance expectations and exchange best practices

A communication strategy is a crucial foundation for LINC to raise its brand awareness and be able to create a big pool of candidates and clients, and attract coaches' talent

Non-Core Activities

Marketing & Communication	**Continuous content's development** in each of the LINC's media channels: ▪ Brand Management & Development ▪ Website and Social Media & Networks (Facebook and Instagram, LinkedIn)
PwD Attraction	**Consistent pool of candidates** leverage for the data-base system: ▪ **Strong investment to attract candidates** not only through marketing campaigns, but through **meetings and partnerships** with Portuguese Social Organizations and other familiar places for PwD
Coaches Pipeline	**Consistent pipeline of job coaches** leverage to ensure a coach for each 3 potential candidates (minimum): ▪ **LINC's Website attraction**: Possibility to be part of the community ▪ **APTO** *"Associação Portuguesa de Terapeutas Ocupacionais"* social networks and references ▪ **Specialized schools Alumni data-base**, social networks and references (e.g. *Escola Superior de Alcoitão; Escola Superior de Saúde, IPBeja*) ▪ **Pró-Inclusão** *"Associação Nacional de Docentes de Educação Especial"* social networks and references
Sales and Business Development	**Consistent pipeline of projects** leverage for Business Development by: ▪ Share PwD strategic value for the companies ▪ Communicate LINC's success cases and proofs of concept ▪ Demonstrate LINC's disruptive and effective recruitment approach ▪ Guarantee the quality and efficiency of working with LINC: Be the best market player

LINC will rely on and leverage the knowledge, expertise and resources of many partners to successfully deliver the Transitional Work Group (1/4)

Key Partners | Who are the key stakeholders that LINC will need to involve to deliver its services

Partner	Where to support				How to support

JMS — Online Platform Data-Base | Candidates initial Filter | Candidates' Interview at LINC's | Transitional Work Group

IEFP — Online Platform Data-Base | Transitional Work Group

Social Organizations — Online Platform Data-Base | Candidates' Interview at LINC's | Transitional Work Group

APTO & Pró-Inclusão — Candidates' Interview at LINC's | Transitional Work Group

Advisory Role

A. JMS's **feedback, evaluation and customer insights** is fundamental to the continuous improvement of LINC's market performance

B. JMS **know-how and credibility** in the Portuguese market is a key-partnership to **validate LINC's market entry** and potentialize its **positive Brand Image**

Learning Lab & Proof of concept

A. The pilot in JMS **Contact Centre in Viseu will be LINC's proof of concept** through sharing the JMS success case

LINC will rely on and leverage the knowledge, expertise and resources of many partners to successfully deliver the Transitional Work Group (2/4)

Key Partners | Who are the key stakeholders that LINC will need to involve to deliver its services

Partner	Where to support				How to support

JMS — Online Platform Data-Base | Candidates initial Filter | Candidates' Interview at LINC's | Transitional Work Group

IEFP — Online Platform Data-Base | Transitional Work Group

Social Organizations — Online Platform Data-Base | Candidates' Interview at LINC's | Transitional Work Group

APTO & Pró-Inclusão — Candidates' Interview at LINC's | Transitional Work Group

How to support

Program *Apoios à Adaptação de PT* I *Apoio à Eliminação de Barreiras Arquitétónicas*:

A. **Finance resources for the workplace adaptation** towards PwD integration

Financial support from *Estágios de Inserção*:

A. **Finances monthly grants** to support company's expenses (salary, others) during an on job internship with inclusive recruitment purposes
B. **Awards a success grant** per contract signed after the internship

Note: PwD recruitment have priority in receiving support when compared with the people without disabilities

PwD's attraction:

A. Access to **IEFP's data-base** with PwD looking for job opportunities
B. Access to **IEFP partnerships** with Social Organizations (*Rede GIP Inclusivo*)
C. Access to a strong **communication channels**

Marca de Entidade empregadora Inclusiva:

A. Promotes and **recognizes with public distinction and with an inclusive stamp**, every company that works towards a more inclusive society through PwD's integration in the labour market
B. Helps to make LINC's services more tangible.

Sources: IEFP's website

LINC will rely on and leverage the knowledge, expertise and resources of many partners to successfully deliver the Transitional Work Group (3/4)

Key Partners | Who are the key stakeholders that LINC will need to involve to deliver its services

Partner	Where to support				How to support

JMS
- Online Platform Data-Base
- Candidates initial Filter
- Candidates' Interview at LINC's
- Transitional Work Group

IEFP
- Online Platform Data-Base
- Transitional Work Group

Social Organizations
- Online Platform Data-Base
- Candidates' Interview at LINC's
- Transitional Work Group

APTO & Pró-Inclusão
- Candidates' Interview at LINC's
- Transitional Work Group

How to support:

Portuguese Social Organizations that work with PwD

PwD's attraction:

A. Social Organization support several PwD and so, they are **key-partners** to attract PwD for LINC's online Platform data-base
B. Specialized and customized know-how to **guarantee data accuracy when PwD fill the "Candidate analysis"** to logging in the Platform and
C. Social Organizations diversity guarantee an **equally diverse pool of candidates for LINC**

Job Coaches' attraction:

- Possible **channel to find specialized know-how to deal with PwD** both in interviews and TWG (directly from the organization or by referrals)

LINC will rely on and leverage the knowledge, expertise and resources of many partners to successfully deliver the Transitional Work Group (4/4)

Key Partners | Who are the key stakeholders that LINC will need to involve to deliver its services

Partner	Where to support				How to support

JMS — Online Platform Data-Base · Candidates initial Filter · Candidates' Interview at LINC's · Transitional Work Group

IEFP — Online Platform Data-Base · Transitional Work Group

Social Organizations — Online Platform Data-Base · Candidates' Interview at LINC's · Transitional Work Group

APTO[1] & Pró-Inclusão[2] — Candidates' Interview at LINC's · Transitional Work Group

How to support

[1]APTO - *Associação Portuguesa de Terapeutas Ocupacionais*: It has a strong network of Occupational Therapists and strong relationships with specialized Educational Institutions.

[2] *Pró-Inclusão - Associação Nacional de Docentes de Educação Especial*: 10 years of experience in working for a more inclusive society. It has a strong network of Special Education professionals

Job Coaches' attraction

A. **Strong channel to find specialized know-how** to deal with PwD both in interviews and TWG – directly or by referrals

B. **Website that communicates employment opportunities** – strong opportunity for LINC to share its recruitment needs

C. Work as a **bridge to reach Educational Institutions** due to the long term relationships with them

Different channels will need to be used based on the segment reached and on the objective of the communication itself. Given the initial stage of the project, the used channels have into consideration the need to create brand awareness

Key Channels | How will LINC reach both Beneficiaries and Customers

Beneficiary

LINC's Website	Universities & High Schools		
LINC's Facebook Page	Social Media Influencers	SO's data-base & communication channels	
Traditional Media – PT entertainment shows; TV reports	IEFP data-base and communication channels	Special education schools' data-base and social media	Adapted Sports' Clubs data-base and social media

Word of Mouth – community effect

Customer

LINC's on--site Business Pitch	LINC's existent clients communication channels	IEFP data-base and communication channels	GRACE communication channels
LINC's presence in Inclusive conferences and Events	Business newspapers articles	SO's data-base & communication channels	
LINC's LinkedIn	ACEGE communication channels		
LINC's Website			

Word of Mouth – competition effect

Human resources are the most important and costly type of resources for LINC's proposed business model (1/2)

Key Resources	Which resources does LINC needs to run its activities	Human Resources

LINC's areas and key tasks

Business Strategy
- Growth Strategy
- JMS Partnership
- IEFP partnership
- APTO Partnership
- Financial management
- Team Leaders management
- SO Partnerships
- Future Partnerships

Sales & Business Development
- Pitch Presentation
- Business Pipeline
- Business Proposals Management
- Sales Meetings

Operations

Sourcing
- Data-base management
- PwD attraction

Match
- Job Analysis (ROI)
- Candidates' assessment
- Candidates' selection

TWG
- TWG Processes & Methodologies
- TWG support and coordination
- Coaches assessment & selection
- Contract bureaucracies

Marketing & Communications
- Social Media content
- Outsource relations management
- Platform management
- Platform content development

LINC´s Organizational Chart
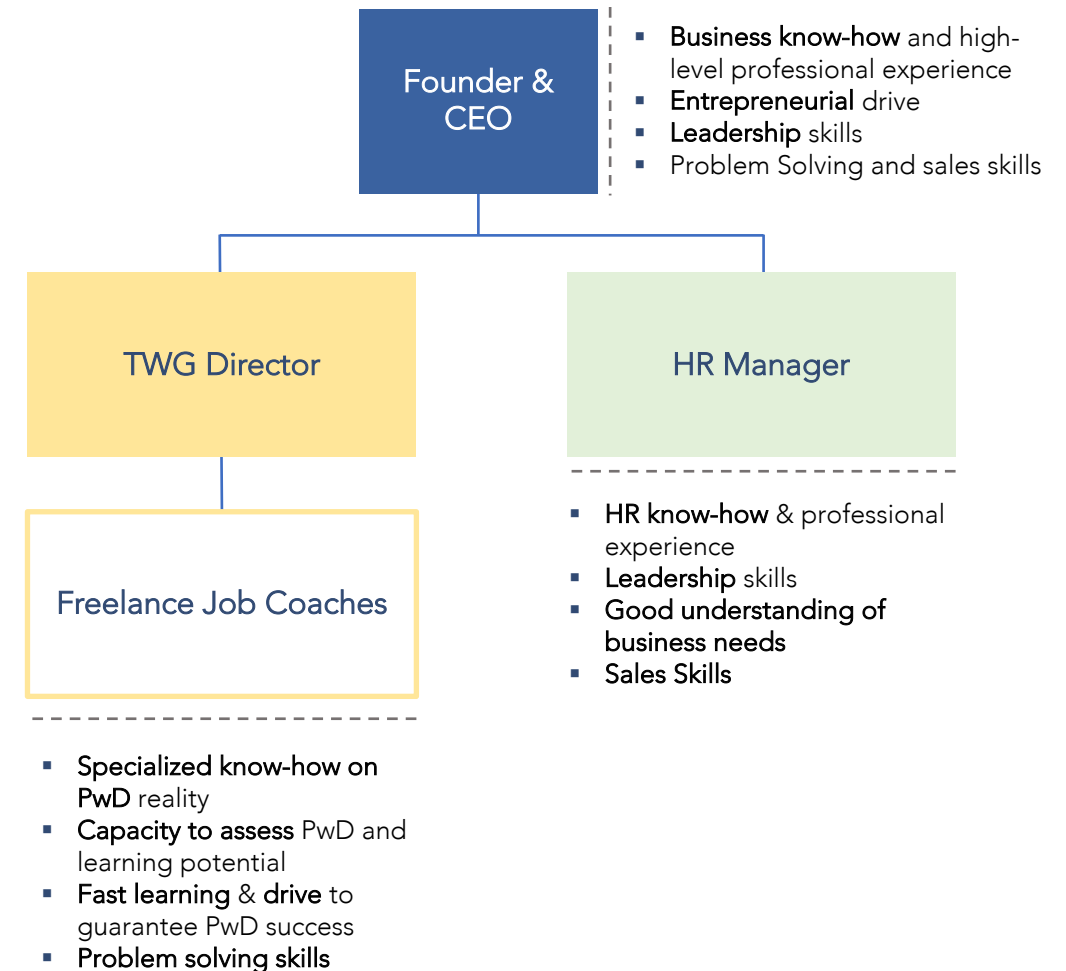
Founder & CEO
- **Business know-how** and high-level professional experience
- **Entrepreneurial** drive
- **Leadership** skills
- Problem Solving and sales skills

TWG Director

Freelance Job Coaches
- **Specialized know-how** on PwD reality
- **Capacity to assess** PwD and learning potential
- **Fast learning** & **drive** to guarantee PwD success
- **Problem solving skills**

HR Manager
- **HR know-how** & professional experience
- **Leadership** skills
- **Good understanding of business needs**
- **Sales Skills**

Human resources are the most important and costly type of resources for LINC's proposed business model (1/2)

Key Resources	Which resources does LINC needs to run its activities			Human Resources

LINC's job function	# of employees in the team in growth scenarios	Average Annual Base Salary	Bonus compensation
#1 Founder & CEO	N/A	€50k	7.5% of Net Earnings
#1 HR Manager	#1 per each 350 candidates in the TWG	€28k	N/A
#1 TWG Director	#1 per each 10 freelance coaches	€28k	€5k depending on TWG success rate

	# of employees	Base payment per project (3months)	Bonus compensation
Freelance Coaches	#1 Job coach for each 4 candidates in the TWG	€4.3k	€1.4K depending on success rates

Total Salary Costs/ year — €313k

Fixed wages	€106k
Taxes & Insurance	€26k
Variable wages	€140k
Bonus	€41k
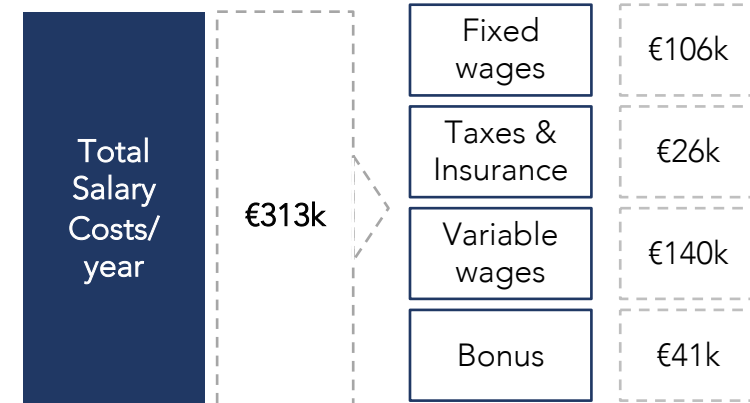
Note: On variable items, it is assumed the break even point of **#108** candidates employed

Freelance Opportunities

A. **Cost reduction** | Annual salary costs reduction of €4.9k per Job Coach
B. **Scaling** |Easier to expand **number** and **locations** of TWGs
C. **Risk reduction** | Less heavy **structure** relying on variable costs

Freelance Challenges

A. **Job Coaches' retention**
  - It is necessary to propose an **annual pipeline of projects** and a progression in responsibilities and roles

Sources: PayScale and SalaryExpert Websites

The key intellectual resources of the enterprise are its brand and the knowledge about the proposed modus operandi (1/3)

Key Resources | Which resources does LINC needs to run its activities	Intellectual Resources

Brand | Job Analysis \| Candidate Analysis \| Initial Filter match | Assessment Methodology \| TWG Methodology

Leveraging inclusive connections

Leveraging inclusive connections

The name

Short explanation: Connecting companies and PwD through an inclusive link. (link + inclusive)
An acronym for Leveraging Inclusive Connections

The slogan

Short explanation: The slogan helps understanding the concept of creating connections between companies and PwD – inclusive connections. More than employing large numbers of PwD, LINC creates connections that leverages the PwD integration in the Society

The Logotype

Black & Clean: It reflects the premiumness of the brand – a high quality services that offers it clients a customized services, with specialists know-how and a clear solution path

Name reference: to guarantee the brand awareness through logo reference and appearance

Slogan Reference: to help consumers understand the LINC's concept and its focus on inclusiveness

Shape: The "i" represents a PwD and the "N" an accessible path, with decreasing barriers.

The key intellectual resources of the enterprise are its brand and the knowledge about the proposed modus operandi (2/3)

Key Resources	Which resources does LINC needs to run its activities	Intellectual Resources

Brand | **Job Analysis | Candidate Analysis | Initial Filter match** | Assessment Methodology | TWG Methodology

	Job Analysis	**Filter**	**Candidate Analysis**
Format	Online Form	Initial Filter match	Screening tool	Online Form

Content	A single file with an objective analysis of both company and job function specific requirements conveying:
	
	1. Company Analysis
	  ▪ Company policies
	
	2. Job function Analysis
	  ▪ Key real tasks and resposibilities
	  ▪ Physical demands
	  ▪ Cognitive demands
	  ▪ Social demands
	  ▪ Environemntal conditions
	  ▪ Job requirements
	  ▪ Supervisor
		An automatic function that generates a shortlist of candidates functionally fit with the job function:
		
		1. Inputs
		  ▪ Candidates' analysis
		  ▪ Job Analysis
		  ▪ #Job offers
		  ▪ Desired # of candidates in the shortlist (based on success rates statistics)
		
		2. Output
		  ▪ Shortlist of candidates for LINC's in-house assessment
			A single file with an objective analysis of candidate's capacities:
			
			1. Personal Data
			
			2. Areas of interest
			
			3. Functional Capacities
			  ▪ Physical capacities
			  ▪ Cognitive capacities
			  ▪ Social capacities
			  ▪ Environmental limitations

Owner	▪ HR manager ▪ TWG director	▪ Outsourcing	▪ HR manager ▪ TWG director

The key intellectual resources of the enterprise are its brand and the knowledge about the proposed modus operandi (3/3)

Key Resources | Which resources does LINC needs to run its activities	Intellectual Resources

Brand	Job Analysis | Candidate Analysis | Initial Filter match	Assessment Methodology | TWG Methodology

Assessment Methodology

	Methodology
Format	Methodology

→

TWG

	Methodology

Assessment Methodology — Content

A single document with the way to proceed when assessing different PwD:

1. **Different techniques and formats** E.g. Interview, practical test, family interview, focus group…
   - Reasoning behind each technique
   - Ways to proceed
   - Customized approach for each candidates

2. **Evaluation methods**
   - Evaluation of capacities
   - Evaluation of learning potential

TWG — Content

A single document with the way to proceed in the Transitional Work Group:

1. **Learning/Teaching methodology**

2. **Schedule and progression**
   - Different stages schedule
   - Objectives of each stage
   - Ways and techniques to achieve objectives

3. **Evaluation methods**
   - Progress evaluation methods
   - Way to interpret and react to the evaluation

Owner

Assessment Methodology:
- HR Manager
- TWG director

TWG:
- TWG director

The physical resources needed have a support role in the business model and will enable the use of the other key resources (1/2)

Key Resources | Which resources does LINC need to run its activities

Physical Resources

Online Platform & Database

Target / Content	PwD	Companies	Job Coaches
"About us"	Overview of LINC's business model:	▪ Value proposition | Values | Mission ▪ Services offered overview ▪ Key resources and competitive advantages ▪ Lincs' team	
Awareness & Attraction	▪ **Success cases' sharing** ▪ **Support** and explaining on how to proceed in the **recruitment process**	▪ **LINC's pitch** on PwD strategic value ▪ Forum for international and national sucess cases ▪ Forum for case studies with data support on PwD strateguc value	▪ Carrier opportunities ▪ Jobs description ▪ Experience sharing ▪ Recruitment process explanation
Registration & Log in	▪ Log-in credentials ▪ Personal Data ▪ Areas of interest ▪ **"Candidate Analysis"** online formulary ▪ "Candidate analysis" confirmation by a credible entity (SO or others)	▪ Log-in credentials ▪ Company information ▪ **Job descriptions** (already built in the company) ▪ #Job opportunities for PwD	▪ Log-in credentials ▪ Personal Data ▪ **Curriculum Vitae CV** ▪ Cover Letter

Leveraging inclusive connections

The physical resources needed have a support role in the business model and will enable the use of the other key resources (2/2)

Key Resources | Which resources does LINC need to run its activities

Physical Resources

Online Platform & Database

Database

LINC's Database **agglomerates all the necessary information to guarantee the initial match** between candidates profiles and companies job analysis

Candidates Registration

Fill in the CC2

Family & SO tutor's validation

Candidate's profile

LINC's Database

Company's Proposal contact

Share Job Description

LINC's ROI

Company's Job Analysis

Possible Format

Web-based/Cloud storage

Owner

Outsourcing
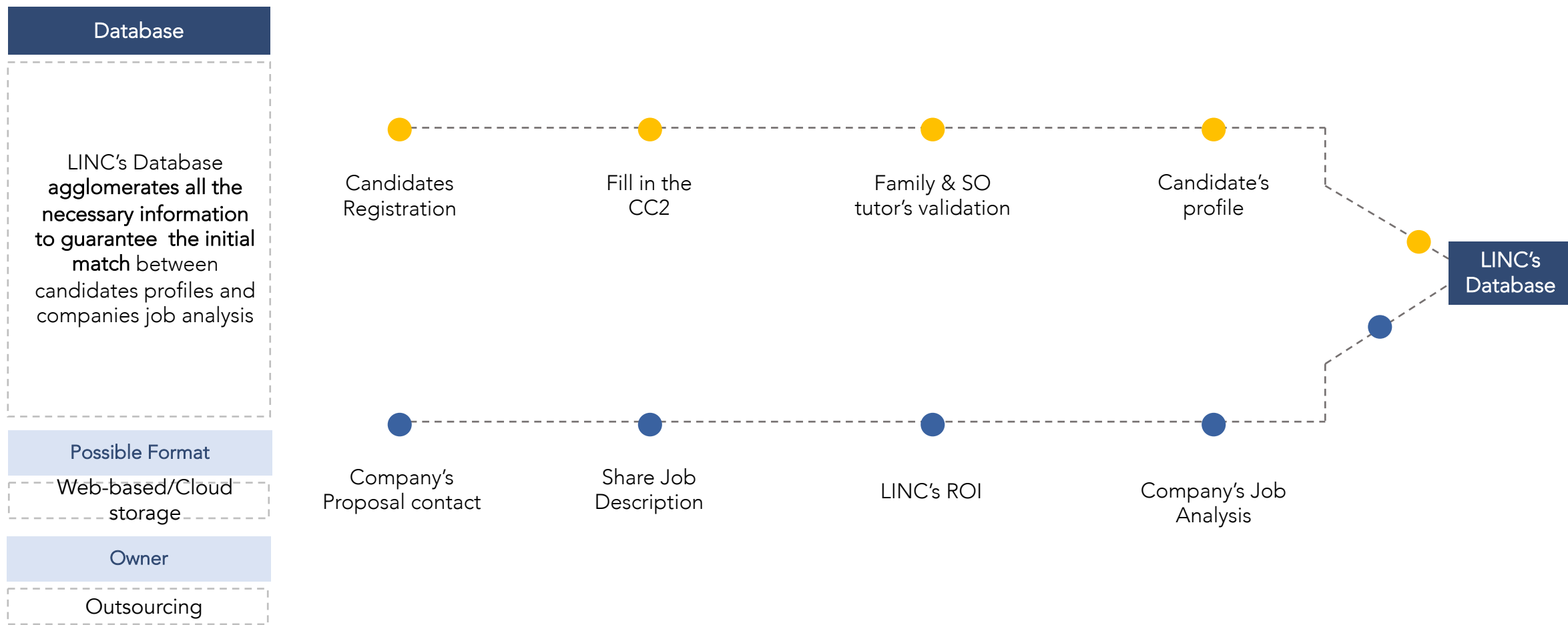
LINC's pricing is based on the analysis of companies' willingness to pay, which in JMS's case would be 1.1x monthly base salaries (665€) for the service provided

Pricing main hypothesis

The company will be willing to have the **same effective costs with the recruitment of people with disabilities**, compared to the costs of the recruitment of people without disabilities

LINC's Total Revenue per candidate

€ 3 285

Flat Service Fee	Company's effective cost	€ 665 [1] | 1,1x monthly base salary
	Grant / IEFP Financing	1 420€ [2] | expected value based on candidates education level
Variable fee per candidate hired	Signing Prize	1 200€ [1] | 2x monthly base salary
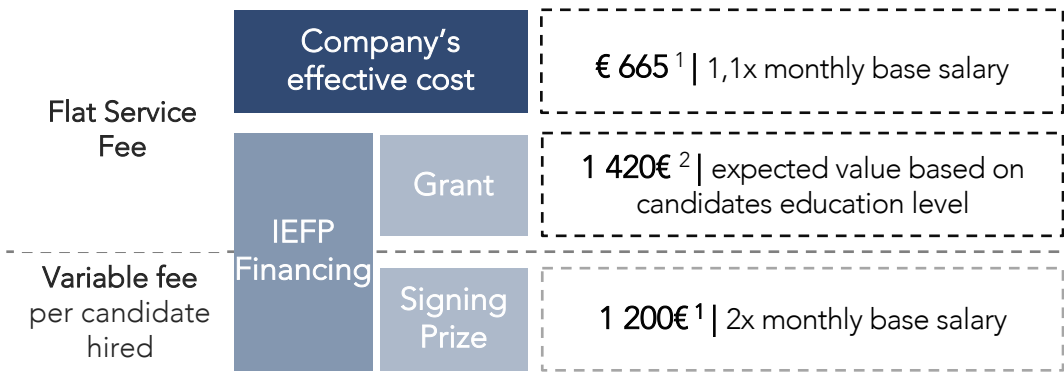
Willingness to pay for the service, effective cost for the company, €

🟧 # of monthly base salaries charged

~0.6x   ~1.1x

| | Willingness (non- PwD) | Loss in productivity | Turnover/Absenteeism | Willingness (PwD) |
| 350 | | | | 665 |
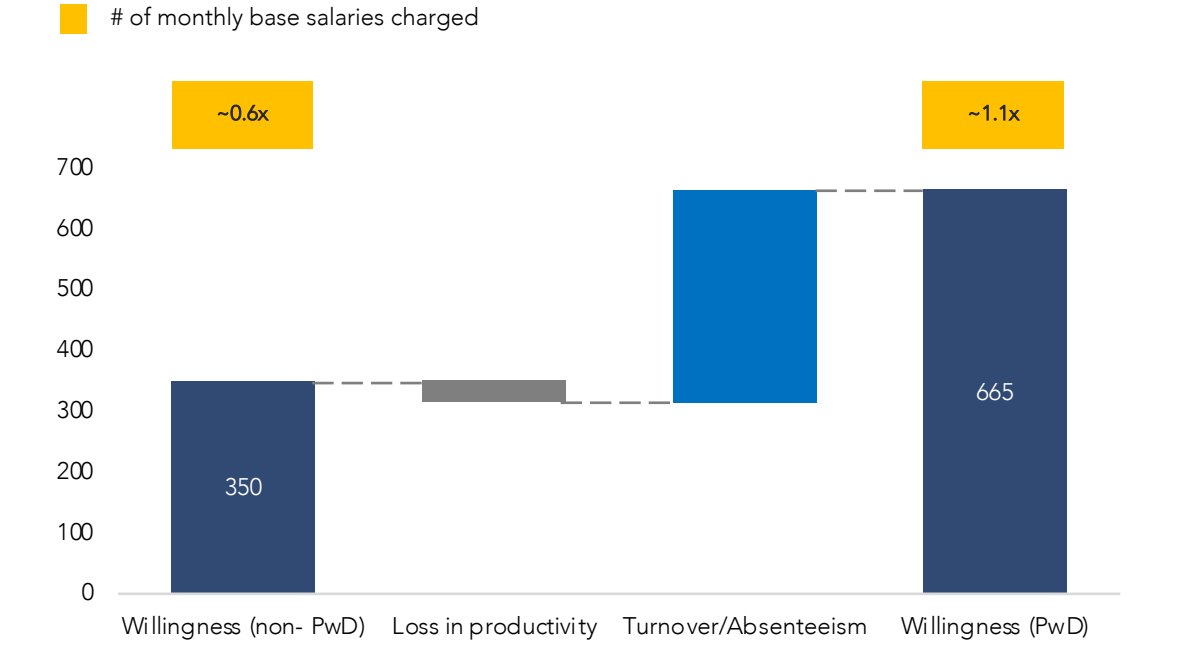
Notes:
- Data from Walgreens shows that **turnover among PwD is half** of that among people without disabilities

- PwD will have a **slower learning curve** compared to people without disabilities and are expected to **produce 90% of the normal production standard**

[1] Variable value based on the candidates monthly base salary. Average monthly base salaries (€600) of IEFP's data were assumed for the construction of the P&L
[2] Expected value of IEFP computed based on QNQ educational levels. Assumed a distribution of education levels similar to the one found in IEFP data

Sources: JMS database, IEFP database and Team Analysis

The breakeven point of the start-up is expected to be of 108 candidates per year, with each candidate in the TWG contributing with ~€1.6k to the start-up's profit

See **appendix 20** to access the full breakdown of Profit and Losses (P&L) statement

Revenues		Costs	
Break-Even Point	108 Candidates/Year	Contribution Margin per Candidate	€1 598
Total Flat Service Fees	€223.2k	Cost of services provided (GOGS)	€180.9k
Total Success Fees	€127.1k	Human Resources Costs	€132.2k
	Total Revenues €351.3k	Other Costs (office supplies, rent, others)	€38.2k
			Total Costs € 351.3k

Note:
This breakeven point considers an average candidate's monthly base salary of €600, according to IEFP data analysis.

AGENDA

There are two main drivers for growth going forward: the number of candidates employed and the average salary of the job functions required

Driver	Opportunity	Key Enablers

# of Candidates	▪ Increase profitability by serving a **larger number of companies and employing more candidates** 	
	
	▪ Increase profitability by **expanding the size of the TWG projects**
		▪ LINC's **proof of concept**
		  ▪ Increases awareness regarding PwD ability to have a job – changes believes
		  ▪ Reduces the fear of having many PwD employed
		
		▪ **Strategic vision** of the employment of PwD
		
		▪ **Success cases of the first sold projects** inside each company
		
		▪ **LINC's Communication of the results and benefits** of employing PwD

Average Salary	▪ Increase of the profitability by **upgrading the job functions hired** and consequently **offering PwD better starting salaries**	

Sensitivity analysis of LINC's EBT, by number of candidates and average monthly base salary, €

Number of candidates in TWG	Average Salary			
	€550	€600	€650	€700
100	(39.3k)	(24.8k)	(10.3k)	4.1k
200	35.4	64.4k	93.4k	122.4k
400	182.4k	220,4k	298.4k	356.4k
885	526.6k	653.9k	782.3k	910.6k
1914	1.3M	1.6M	1.8M	2.1M

Sources: Team Analysis

AGENDA

The venture will need to fund its product development, business model validation and market entrance costs during the first year of existence. These costs are expected to add up to ~€220k

Product Development	Business Model Validation	Market Entrance	
Objective Development of **Key Tools**	Creation of pool of key players and **proof of concept**	Communication of **results and client acquisition**	**Financing Needs Waterfall**

Key Milestones

Product Development

1. **Key product resources** development:
   - Candidates' and Job's analysis file template
   - Data-Base System
   - Algorithm screening
   - Assessment methodologies
   - TWG methodologies

2. **Communication channels** creation:
   - Website online platforms
   - Website contents

3. **Brand** development
   - Brand logo and identity

Business Model Validation

1. **Candidates' pool** creation and enlargement:
   - 6 PwD per candidate placed in a TWG (648 at BEP)
   - Establishment of partnerships to guarantee sourcing

2. **Job Coaches'** portfolio creation:
   - 1 Job Coach required per each group of 4 candidates in the TWG (7 at BEP)

3. **Employment of 33 PwD** at Viseu's Contact Center

   Note: Assumes success ratios from OED

Market Entrance

1. **Results and success cases** compilation:
   - Case Study elaboration
   - Show-case movie creation

2. **Client relationship development:**
   - Visit prospect clients
   - Communication of benefits and value of PwD

3. **Strategic CSR projects sale**
   - 1st project: Pilot project to reduce fears
   - Others: Ambitious projects to achieve inclusive mission

Financial Needs

€73.9k	€49.2k	€82.6k
Website/Database: 38k Brand Design: 1k Salaries: 34,9k	Travelling: 14,3k Salaries: 34,9k	Travelling: 14.2k Salaries: 62.4k Case Study: 1k Show case movie campaign: 5k

Financing Needs Waterfall

- Total Financing Needs: 220.1k
- Product Development: 73.9k
- Business Model Validation: 49.2k
- Market Entrance: 82.6k
- Other Financing Needs: 14.4k

IEFP application delays may create financial constraints in LINC's liquidity, those may be solved through a Social Bridge Loan with a principal equal to IEFP total funding

IEFP Payment Conditions

- IEFP guarantees the funding is **payed once the projects are approved** internally

  - Each application as a maximum of 20 candidates (no limits for the # applications)
  - **TWG can begin before IEFP's approval**

- There is **no data available yet** to analyse the average time between applications and projects' approval

- LINC has **advantage to guarantee the IEFP support:**

  - **PwD** have **priority**
  - *Estágios de Inserção* applications from IEFP have no time constrains: "**Candidatura aberta**"(Open applications all year round)

Syndicated with Dr. Leonardo Conceição, IEFP Vice President

The Worst Case Scenario: 1 year delay

PwD hired per year (yellow)   Cash needs (dark blue)

year	2020	2021	2022	2023	2024

PwD hired per year: 110, 135, 166, 204, 250

Cash needs:
- 2020: -278.775k
- 2021: -35.896k
- 2022: -63.274k
- 2023: -23.565k
- 2024: 11.424k
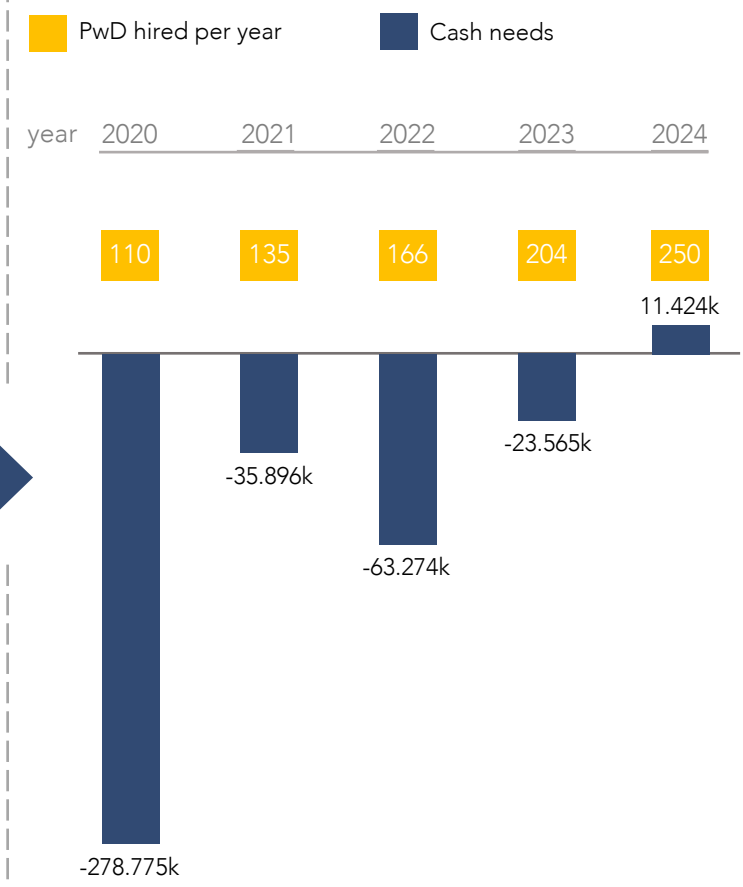
Proposed Solution

Social Bridge Loan

LINC needs to **solidify its short-term cash position to cover current costs before receiving IEFP funding**. With an expected low idiosyncratic risk associate with IEFP's payment, LINC could be financed through a **social loan and pay interests to the lender**.

Simulation based on worst case scenario

Principle	286k	346k	416k	526k	603k
Interest (3.5%)	-	10k	12k	15k	18k

LINC's P&L Impact

Net Earnings (after interests)	6k	15k	3k	47k	90k
Tax Shield	-	2k	2.5k	3k	3.9k

- **Principal** equals IEFP funding in each year. It is variable depending on the number of candidates expected to employ per year
- **Maturity** equals the average time that IEFP takes to provide the funding
- **Interest rate** based on lender cost of capital and IEFP failure risk

Sources: IEFP Database, Team Analysis

AGENDA

Keeping constant the key Business Model dimensions, there are two main option for this project incubation: through a stand alone start-up or through an independent business unit department in a traditional Recruiter

Ceteris Paribus Business Model dimensions | Which key factors must be hold constant, independently of the organization structure

1. Include PwD in the labour market as a way to better integrate them in the society & Deliver a less complex and costly inclusive recruitment and enhance strategic value for the company

2. **Targeted segments** | Who beneficiates from this intervention (PwD) and who will pay to address this issue (medium and large companies)

3. **Type of intervention** | A single point of contact between Companies and Candidates with Disabilities

4. **Key activities** | Online Platform Database, Candidates' Screening, Candidates Interviews at LINC's, TWG and other non-core activities

5. **Team organizational chart and profiles** | 1 Founder/CEO, 1 HR manager, 1 TWG Director, Variable freelance Job Coaches

Incubation Hypothesis

Start-up | LINC

A **stand alone social enterprise** with a strong focus on creating impact in PwD's lives, through its integration in the Portuguese labour market, through dedicated solutions.

- **Founded by an entrepreneurial and socially driven person**
  - Maximum upper business level
- **Board of Advisory** composed by senior executives
- **Corporate and Institutional Partnerships** as a key foundation for LINC's sustainability
  - Companies (i.e. JMS)
  - Social Organizations (i.e. *Associação Salvador, Cercica*, Just a Change)
  - Government institution (i.e. *Santa Casa*, IEFP)
  - Foundations (i.e. *Fundação Calouste Gulbenkian, Fundação EDP*)
  - Social Investment funds (i.e. MAZE)

Recruiters' department

An **independent business unit department that operates under the umbrella of a Traditional Recruiter** with a focus on dedicated solutions for PwD talent in the Portuguese labour marker, as a business opportunity.

- Alignment with the **recruiter's culture and practices**

- Alignment with **endorsing brand** (i.e. Randstad, Argo, Michael Page)

- **Report to upper business levels**:
  - Business goals
  - Business Results
  - Capital Expenditures
  - HR management
  - Commercial Decisions

The mapping of comparative advantages between the two incubating options across the process shows no clear decision of which option is better

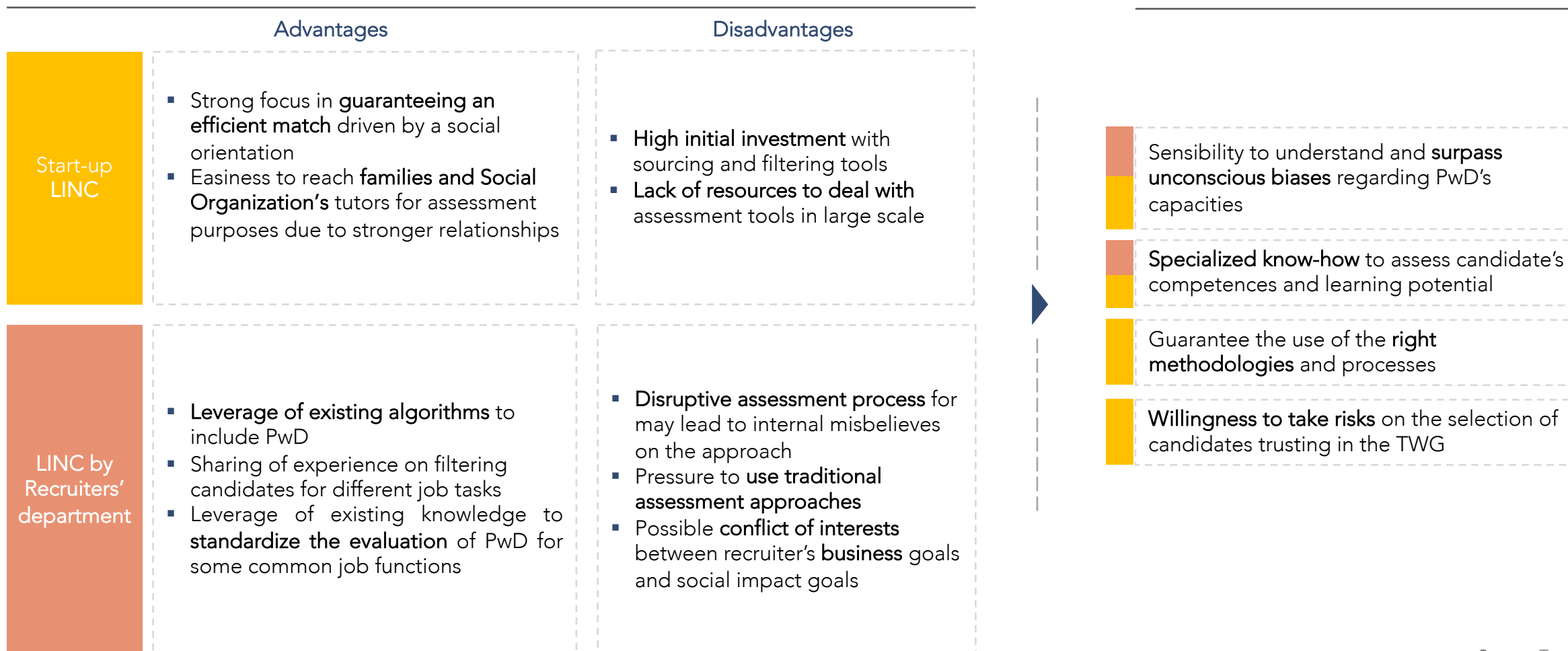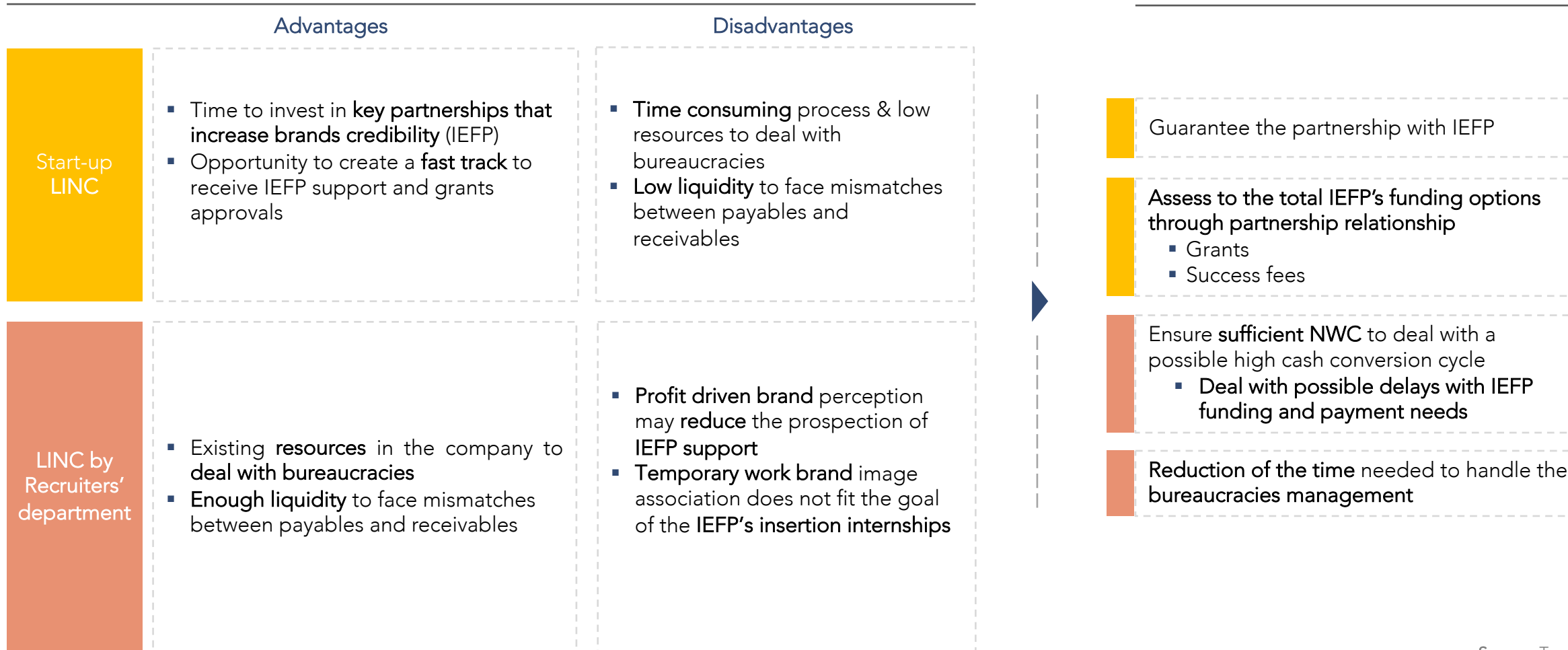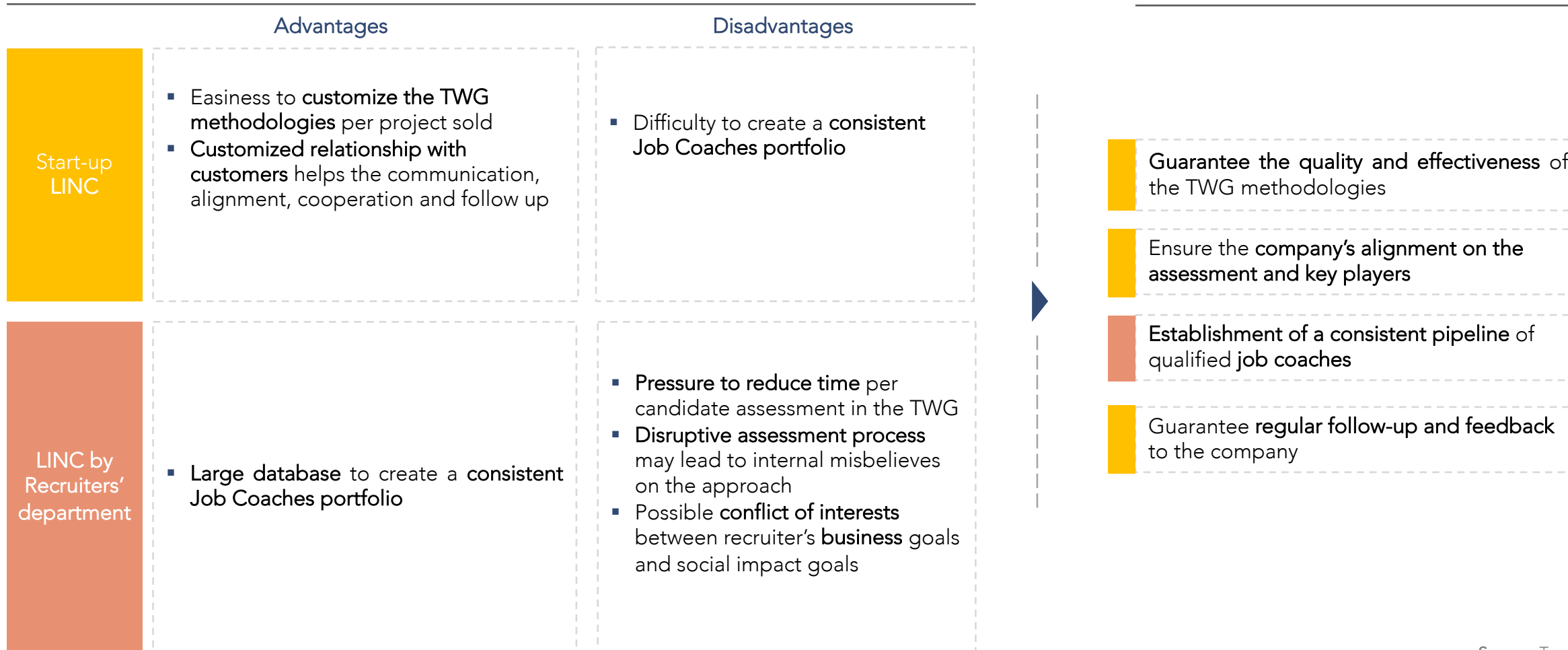|	PwD attraction	Clients attraction	Job Analysis	PwD Assessment	IEFP intermediation	TWG
Recruiters' department	1. Quick scaling of PwD database to ensure critical mass for network effects ▪ Network effects foster significant first-move advantages in the market	1. Clients portfolio consistency ▪ Long relationships foster cross-selling opportunities 2. Price vs Quality competitive advantage 3. Efficient channels to reach companies willing to recruit	1. Symbiotic relationship with clients to facilitate the job analysis process		1. Reduction of the time needed to handle the bureaucracies management 2. Sufficient NWC to deal with a possible high cash conversion cycle	1. Establishment of a consistent pipeline of qualified coaches
No comparative advantage	1. Easiness to access Key-communication channels: TV entertainment programs; TV reports, other media channels, Social Organizations communication channels	1. Market credibility within the recruitment industry ▪ Corporate and key-partnerships ▪ Brand Awareness	1. Know-how and experience on assessing PwD special needs in the work environment	1. Sensibility to understand and surpass unconscious biases regarding PwD capacities 2. Specialized know-how to assess candidate's competences and learning potential		
Start-up | LINC	1. High quality relationship with PwD community given the risk-aversion of this target 2. Easiness to access Key-channels within PwD Communities: Social Organizations; IEFP and other sources	1. Customized selling approach ▪ Effective communication of JMS success case (Viseu) ▪ Strategic approach on PwD recruitment	1. Time to guarantee the job analysis quality and effectiveness	1. Guarantee the use of the right methodologies and processes 2. Willingness to take risks on the selection of candidates trusting in the TWG	1. Guarantee the partnership with IEFP 2. Assess to the total IEFP's funding option ▪ Grants ▪ Success fees	1. Guarantee the quality and effectiveness of the TWG methodologies 2. Ensure the company's alignment on the assessment and key players 3. Guarantee regular follow-up and feedback to the company

A comparative analysis was conducted to forecast the best incubation option, in the different key stages of the process (1/6)

PwD attraction	Clients attraction	Job Analysis	PwD Assessment	IEFP intermediation	TWG

Comparative analysis

Key Success Factors

	Advantages	Disadvantages
Start-up LINC	▪ **Unbiased brand image** ▪ **High commitment** on reaching PwD driven by a single purpose and mission ▪ **Time to invest in partnership** relations due to less multiple internal approvals ▪ **Customized approach** to guarantee PwD and their community confidence ▪ **CEO's network** leverages sales & business development	▪ **Funds constraints** to launch a massive market awareness ▪ **High costs associated to communication** channels creation ▪ **Low brand awareness** ▪ **Time consuming process** due to low resources availability
LINC by Recruiters' department	▪ **Existent sourcing tools** can be adapt for PwD ▪ **High Brand Awareness** in the recruitment industry ▪ **High budget** to launch marketing campaigns & structure to execute them ▪ **Strong network** allows a higher extension to create awareness for a new service	▪ **Cannibalism** between new business unit and regular business units can lead to low commitment to reach PwD ▪ **Reputation** of a very **standardized** process ▪ **Negative bias** from Social Organizations to cooperate with profit oriented companies ▪ **High propension to target specifically** PwD with more that **60% incapacity**

Key Success Factors:

- **Quick scaling of PwD's database** to ensure critical mass for **network effects**
  - ▪ **Network effects** foster significant first-move advantages in the market
- **High quality relationship with PwD community** given the risk-aversion of this target
- **Easiness to access Key channels within PwD Communities**: Social Organizations; IEFP and other sources
- **Easiness to access Key communication channels**: TV entertainment programs; TV reports, other media channels, Social Organizations' communication channels

Optimal process Methodology	Social Business Canvas	Growth Opportunities	Financial needs	Incubation Hypothesis	Implementation Plan

A comparative analysis was conducted to forecast the best incubation option, in the different key stages of the process (2/6)

PwD attraction	Clients attraction	Job Analysis	PwD Assessment	IEFP intermediation	TWG

Comparative analysis

Advantages

Start-up LINC
- Unbiased brand image
- Time to invest in **key partnerships that increase brands credibility** (IEFP)
- **Customized approach** to sell the purpose and **reduce fears** as people by on emotions
- High propension to create **corporate partners** looking for strategic CSR

LINC by Recruiters' department
- **Cross-selling** opportunity driven by long relationship built with a big portfolio of clients
- **High Brand Awareness** in the recruitment industry
- **High budget** to launch marketing campaigns & structure to execute them
- **Strong network** allows a higher extension to create awareness for a new service

Disadvantages

Start-up LINC
- Low business track-record
- **Funds constraints** to launch a massive market awareness
- **High costs associated to communication** channels creation
- Low brand awareness
- **Time consuming process** due to low resources availability

LINC by Recruiters' department
- **Cannibalism** may lead to low commitment for cross-selling opportunities
- **Reputation** of a **standardized** process
- **Lower opportunity** to create other Corporate Partnerships

Key Success Factors

- Market **credibility within the recruitment industry**
  - Corporate and key-partnerships
  - Brand Awareness

- Customized selling approach
  - Effective communication of JMS success case (Viseu)
  - **Strategic approach** on PwD recruitment

- Clients portfolio consistency
  - Long relationships **foster cross-selling** opportunities

- Price vs Quality **competitive advantage**

- **Efficient channels** to reach companies willing to recruit

Optimal process Methodology	Social Business Canvas	Growth Opportunities	Financial needs	Incubation Hypothesis	Implementation Plan

A comparative analysis was conducted to forecast the best incubation option, in the different key stages of the process (3/6)

| PwD attraction | Clients attraction | **Job Analysis** | PwD Assessment | IEFP intermediation | TWG |

Comparative analysis

Key Success Factors

	Advantages	Disadvantages
Start-up LINC	▪ **Time to invest in Job analysis quality** 　▪ Less multiple internal approvals required 　▪ Key channel to guarantee/maintain customer loyalty ▪ Strong focus in **guaranteeing an efficient match from the beginning** of the process, driven by a social purpose	NA
LINC by Recruiters' department	▪ Sharing of deep understanding of clients' culture, *modus-operandi* and job **function requirements**	NA

Key Success Factors:

- **Symbiotic relationship with clients** to facilitate the job analysis process

- **Know-how and experience on assessing PwD special needs** in the work environment

- **Time to guarantee** the job analysis **quality and effectiveness**

A comparative analysis was conducted to forecast the best incubation option, in the different key stages of the process (4/6)

PwD attraction	Clients attraction	Job Analysis	**PwD Assessment**	IEFP intermediation	TWG

Comparative analysis

Advantages

Start-up LINC

- Strong focus in **guaranteeing an efficient match** driven by a social orientation
- Easiness to reach **families and Social Organization's** tutors for assessment purposes due to stronger relationships

LINC by Recruiters' department

- **Leverage of existing algorithms** to include PwD
- Sharing of experience on filtering candidates for different job tasks
- Leverage of existing knowledge to **standardize the evaluation** of PwD for some common job functions

Disadvantages

Start-up LINC

- **High initial investment** with sourcing and filtering tools
- **Lack of resources to deal with** assessment tools in large scale

LINC by Recruiters' department

- **Disruptive assessment process** for may lead to internal misbelieves on the approach
- Pressure to **use traditional assessment approaches**
- Possible **conflict of interests** between recruiter's **business** goals and social impact goals

Key Success Factors

- Sensibility to understand and **surpass unconscious biases** regarding PwD's capacities
- **Specialized know-how** to assess candidate's competences and learning potential
- Guarantee the use of the **right methodologies** and processes
- **Willingness to take risks** on the selection of candidates trusting in the TWG

Sources: Team Analysis

A comparative analysis was conducted to forecast the best incubation option, in the different key stages of the process (5/6)

PwD attraction	Clients attraction	Job Analysis	PwD Assessment	**IEFP intermediation**	TWG

Comparative analysis

	Advantages	Disadvantages
Start-up LINC	• Time to invest in **key partnerships that increase brands credibility** (IEFP) • Opportunity to create a **fast track** to receive IEFP support and grants approvals	• **Time consuming** process & low resources to deal with bureaucracies • **Low liquidity** to face mismatches between payables and receivables
LINC by Recruiters' department	• Existing **resources** in the company to **deal with bureaucracies** • **Enough liquidity** to face mismatches between payables and receivables	• **Profit driven brand** perception may **reduce** the prospection of IEFP support • **Temporary work brand** image association does not fit the goal of the IEFP's insertion internships

Key Success Factors

- Guarantee the partnership with IEFP

- **Assess to the total IEFP's funding options through partnership relationship**
  - Grants
  - Success fees

- Ensure **sufficient NWC** to deal with a possible high cash conversion cycle
  - **Deal with possible delays with IEFP funding and payment needs**

- **Reduction of the time** needed to handle the bureaucracies management

Sources: Team Analysis

A comparative analysis was conducted to forecast the best incubation option, in the different key stages of the process (6/6)

PwD attraction	Clients attraction	Job Analysis	PwD Assessment	IEFP intermediation	**TWG**

Comparative analysis

Key Success Factors

	Advantages	Disadvantages
Start-up LINC	▪ Easiness to **customize the TWG methodologies** per project sold ▪ **Customized relationship with customers** helps the communication, alignment, cooperation and follow up	▪ Difficulty to create a **consistent Job Coaches portfolio**
LINC by Recruiters' department	▪ **Large database** to create a **consistent Job Coaches portfolio**	▪ **Pressure to reduce time** per candidate assessment in the TWG ▪ **Disruptive assessment process** may lead to internal misbelieves on the approach ▪ Possible **conflict of interests** between recruiter's **business** goals and social impact goals

Key Success Factors

- **Guarantee the quality and effectiveness** of the TWG methodologies
- Ensure the **company's alignment on the assessment and key players**
- Establishment of a **consistent pipeline** of qualified **job coaches**
- Guarantee **regular follow-up and feedback** to the company

Optimal process Methodology	Social Business Canvas	Growth Opportunities	Financial needs	Incubation Hypothesis	Implementation Plan

AGENDA

LINC's implementation roadmap follows 5 different stages from the creation of the team and business model validation until the market entrance

1. CREATE TEAM & FIND FINANCING

Assemble the team that will embrace the project and be accountable for LINC's sustainability:

1. Find the **Founder/ CEO** (already in discussion)
2. Find the **HR manager** and **TWG director**
3. Create an **advisory board**
4. Build relationships and **key partnerships**
5. Find investor and owner for LINC
   - Start-up
   - Business-unit inside traditional recruiter

2. DEVELOP THE PRODUCT

Create the key resources that LINC needs to operate before entering in the market:

1. Develop **Key product resources**:
   - Candidates' and Job analysis file template
   - Database System
   - Screening tool
   - Assessment methodologies
   - TWG methodologies

3. Develop **brand** and image
   - Brand logo and identity

2. Create **communication channels**:
   - Website online platforms
   - Website content

3. SCALE KEY ASSET POOLS

Gain **competitive advantages by leveraging LINC's database** for both candidates, job coaches and job functions (job analysis):

1. **Candidates' pool** creation and enlargement:
   - ~#6 PwD needed per candidate placed in a TWG (At Break Even Point = 108PwD*6)
   - Establishment of partnerships to guarantee sourcing

2. **Job Coaches'** portfolio creation:
   - #1 Job Coach required per each group of 4 candidates in the TWG (#27 at Break Even Point)

Note: Assumes OED's success ratios

4. LEARNING LAB & PROOF OF CONCEPT

Pilot LINC's business model and prove that there is strategic value from recruiting PwD. There is already settled the opportunity to test in partnership with JMS in its Contact Centers:

1. Make a **learning lab in Lisbon** Contact Center to learn how to work with LINC's methodology and processes
   - #6 candidates
   - #2 Job coaches
2. Make a **proof of concept in Viseu** Contact Center with a larger number of candidates
   - #33 candidates (1PwD already hired)
   - #11 Job coaches

3. DRIVE SALES AND DATABASE

Drive sales, grow revenue and **capture market share** by leveraging LINC's first move advantage and proof of concept to acquire clients and projects

 Detailed ahead

The success of LINC depends a lot on the Pilot in JMS. The environment surrounding both Lisbon and Viseu Contact Center is seen has an advantage to guarantee the success of PwD and an opportunity for them to evidence of their value

Why to Pilot in the Contact Center in JMS?

1. **Key Players on board |** Manager (Gonçalo Teixeira) and the Training Team are motivated and driven for the initiative

2. **Opportunity to increase retention |** PwD typically have a higher retention rate which is strategically important for JMS contact centre – given the high turnover rates

3. **Low qualifications requirements |** PwD typically have lower qualifications

4. **Flexible working models |** There is space for software adaptations given PwD needs and schedules adaptation

5. **Accurate and continuous evaluation metrics |** It is possible to evaluate candidates' performance in real time and with objective parameters

Why Contact Center in Lisbon?

1. **Learning opportunity |** Lisbon is a good spot to pilot the Transitional Work Group to learn and adapt before launching a bigger initiative in Viseu

1.1. **Inclusive culture |** Supervisors are aware of the strategic value from employing PwD and peers are motivated to work in an inclusive company

1.2. **Accessibilities |** Facility is prepared to receive PwD and there is willingness to adapt procedures if needed

1.3. **Timing |** Lisbon allows to start the pilot sooner

Why Viseu Contact Center in Viseu?

1. **New Business Expansion |** New projects typically have higher willingness to change, innovate and adapt – accessibilities, resources, mindset, culture.

2. **There is Supply |** Forecast of 463 PwD in the Viseu's Municipality.

2.1. **Community Involvement |** *"Câmara Municipal de Viseu"* is looking for opportunities on PwD employment:
   - Potential for support and partnership
   - Strategic for JMS to serve the community as an important stakeholder

In practice, the Pilot's implementation Strategy at JMS will have different opportunities and concepts do prove and so, both initiatives depend on different partners and results

	Learning Lab | Lisbon		Proof of concept | Viseu		The Result
Opportunity	Employ **6 PwD** at JMS **Contact Center in Lisboa**		Employ **30% of PwD** (33 candidates) for JMS **Contact Center in Viseu**		Total of **47 PwD** out of **8334** employees at JMS
What to test?	**Services proposed** for the pilot: ▪ "Job Analysis" on assessing job function requirements ▪ **Transitional Work Group** model with **Job Coaches**		**LINC's complete service**	**PwD strategic value** for the company ▪ **Externality factors** resulting from working with PwD ▪ **Human Resources Costs** reduction (turnover rates, absenteeism)	0,56% of total workforce
Partnerships Needed for the test	**Supplier** to source and select candidates for the TWG (source and assessment)	**#2 Job Coaches** for the TWG	**Single Point of Contact** between company and the local consortium	**#11 Job Coaches** for the TWG	
Requirements for the partner	▪ **Access to a big pool of candidates** to increase matching success ▪ Capacity to **screen and assess candidates'** competences	▪ Occupational Therapists or other Specialized technician ▪ Problem-solving skills ▪ Drive and motivation ▪ Experience	▪ Capacity to **manage the consortium** ▪ **Access to a big poll of candidates** to increase matching success ▪ Capacity to screen and assess candidates' competences	▪ Occupational Therapists or other Specialized technician ▪ Problem-solving skills ▪ Drive and motivation ▪ Experience	
Partners proposed	▪ OED ▪ IEFP	▪ *EPIS* ▪ *Escola de Alcoitão* ▪ Outsourcing	▪ *Câmara Municipal Viseu* ▪ *APPACDM Viseu* ▪ TBD	▪ *Câmara Municipal Viseu* ▪ *APPACDM Viseu* ▪ TBD	

To guarantee the execution of the Pilot in Lisbon, it was designed a chronogram to guarantee the necessary stages for its success. It was delivered to its owner Maria João Vicente that is already managing the initial preparations and formally start in January 2019

Lisbon Learning Lab Chronogram

	January | 2019		February | 2019				March | 2019	
	INITIAL PREPARATIONS		**CANDIDATES´S SOURCING**				**TWG PREPARATION**	
Necessary actions Step-by-step	Company **Application for 6 IEFP Grants** for a 3 month internships ▪ Internship as part of a recruitment program	Find **2 Job Coaches** for a 3 month period	Send a **Request for Proposal (RFP) to OED** and other potential partners for sourcing	**Validate RFP** From OED	Do **Job Analysis** (Both OED and Job Coaches) ▪ Read Job descriptions ▪ Observe daily work ▪ Interview Collaborators	▪ **Validate 6 candidates** selected by OED	**Design and adapt TWG plan** for the selected candidates	**Preparation session for teams and supervisors** ▪ Know Initiative ▪ Reduce fears and unknowns ▪ Ask for Collaboration
Important to take into account		▪ Find a Job Coach with some experience, will and drive	▪ Guarantee a serious sourcing and selection process | Find the candidates with best likelihood of success				▪ Ensure collaboration between both parties	▪ Involve the team for a bigger dream and purpose
Owner	▪ **Maria João Vicente**	▪ **Maria João Vicente**	▪ **Maria João Vicente** & Consulting Lab Nova SBE	▪ **OED** ▪ Job Coaches		▪ **Job Coaches** & Contact Center Team	▪ **Job Coaches** ▪ Contact Center training team	▪ **Gonçalo Teixeira** ▪ **Job Coaches** ▪ **Rosário**
Support hypothesis	▪ **IEFP** | Dr. Leonardo Conceição	▪ EPIS ▪ *BIPP Semear* ▪ *Alcoitão*	▪ **OED** | Sara Câmara Pestana	▪ **JMS Contact Center** | Gonçalo Teixeira & Rosário			▪ **JMS Contact Center** Gonçalo Teixeira & Rosário	

To guarantee the execution of the Pilot in Lisbon, it was designed a chronogram to guarantee the necessary stages for its success.
It was delivered to its owner Maria João Vicente that is already managing the initial preparations and formally start in January 2019

Lisbon Learning Lab Chronogram

March | 2019 — Week 1 — Week 2 — Week 4 — Week 13 → June 2019

TRANSITIONAL WORK GROUP | CONTRACT

Necessary actions Step-by-step	In Class Training • Soft-skills • Work-appropriate Skills • JMS & Contact Center policies and procedures	1st Feedback & Debriefing session to assess candidates and program next weeks	In Class & Practical Training • Technical learning • Real Work Simulation • Rotation between major areas to know and test	Evaluation • Select candidates' final position • Assess candidates on-job training needs	On-Job Training • Full working day • Supervision from JMS • Supported from job coach • Stationed in final position **Weekly evaluation** • Evaluate candidates performance in terms of quality and productivity	Hiring Decison depending on candidates meet job performances or not
Important to take in account	• It is an important time to **integrate candidate** within the company: Get to know peers and managers in informal moments • It is an important time for the **Job Coaches to get to know both candidates and job functions** deeply				• Candidate performs same jobs supported by the Job Coach with company supervision	• Evaluation based on objective and pre-defined criteria's as productivity, quality, costs, etc.
Owner	• Job Coach • Contact Center Training Team		• Job Coach • Contact Center Training Team • Supervisor & Gonçalo Teixeira		• Job Coaches • Supervisor • **Gonçalo Teixeira**	• Gonçalo Teixeira

Testing the Transitional Work Group method in JMS Lisbon's Contact Center is expected to cost a total of ~€26.8k. However, the majority of these costs can be covered by subsidies provided by IEFP

Pilot Contact Centre Lisboa

Phase	Activity	Player Responsible	Total cost	Source of funds
Sourcing	Job analysis, candidates and coaches search	OED	€26.8k	€26.8k
Assessment	Interviews, capacities assessment and selection	OED		
Assessment	Candidates' approval and validation	2x Job Coach		IEFP
Team training	Team training on integrating and dealing with PwD	2x Job Coach		€16.2k
Transitional Work Group	Candidates' training	Contact Center training team		
Transitional Work Group	Job experience	6x Candidate		JMS
Transitional Work Group	Job experience	2x Job Coach		€10.6k [4]

Total cost column details:

#6 candidates' payment

- Program duration: 13 weeks
- Company's Total cost: **€13.4k[2]**

#2 Job Coaches' payment

- Program duration: 14 weeks
- Company's Total cost : **€11k[1]**
- Success bonus cost: **€2.4k[3]**

Source of funds details:

IEFP €16.2k
- Internship grant: €9k
- Success signing prize: €7.2k

JMS €10.6k[4]
- €26.8k - €16.2k

[1] Assumes monthly base salary of job coach of 1 €500
[2] Assumes monthly base salary of contact center assistant of €600
[3] Assumes a recommended performance bonus of €1 200 for each job coach if all 3 candidates supervised sign a permanent contract with the company
[4] Cost not comparable with a case in which the company hires LINC as stated in the business model. For the purpose of the pilot only, JMS will assume the costs of the test and receive the funds from IEFP as support. To see more about the relative costs to hiring people without disabilities, please see p.75

Sources: IEFP Database, Team Analysis

IEFP funds will cover part of the salaries paid to the interns and also, once the candidate signs the contract, the employer also receives an award from IEFP

	Description	Conditions	Value	Value in pilot context
Internship grant	▪ Grant provided for the company to help cover the costs of the intern's base salary, transportation, meal subsidy and insurance	▪ Grant given to the company if the internship is accepted by IEFP ▪ Grant awarded based on level of education of the intern [1]	**€499 53/month** per candidate	**~ €9 000**
Signing prize	▪ Grant provided to incentivize the retention of interns in the company	▪ The contract with the intern must be signed in the 20 working days following the end of the internship ▪ The company must sign a contract with the intern ▪ The company is obliged to keep the contract and level of employment agreed when signing for 12 months	Minimum between: **2 X base salary X 30% top-up** and **€2 787.85**	**6 X 1.200 = €7 200** [2]

All funding from IEFP needs to be agreed and received by the company who employs the interns (e.g.: *José de Mello Saúde*), but LINC can act on behalf of the company throughout the process through a power of attorney

[1] Assumes educational level 2 of the QNQ index from IEFP

[2] Assumes the retention of all 6 candidates after the Transitional Work Group period

Sources: IEFP Database, Team Analysis

The success of the project will depend heavily on the role of the Job Coach, and therefore the pilot should align the coach's and company's interests through an incentive scheme

Pilot success scenarios

# of PwD employed	Total signing prize (€)	Average cost of pilot per candidate (€)
6	7 200	3 648
5	6 000	4 377
4	4 800	5 471
3	3 600	7 295
2	2 400	10 943
1	1 200	21 885
0	0	N/A

Proposed incentive scheme for Job Coach

Gross income receive by the Job Coach

Base salary (3 months)	€4 285

+

Performance Bonus

Individual bonus (gross) by number of PwD successfully hired €

0	1	2	3
	200	500	1 400
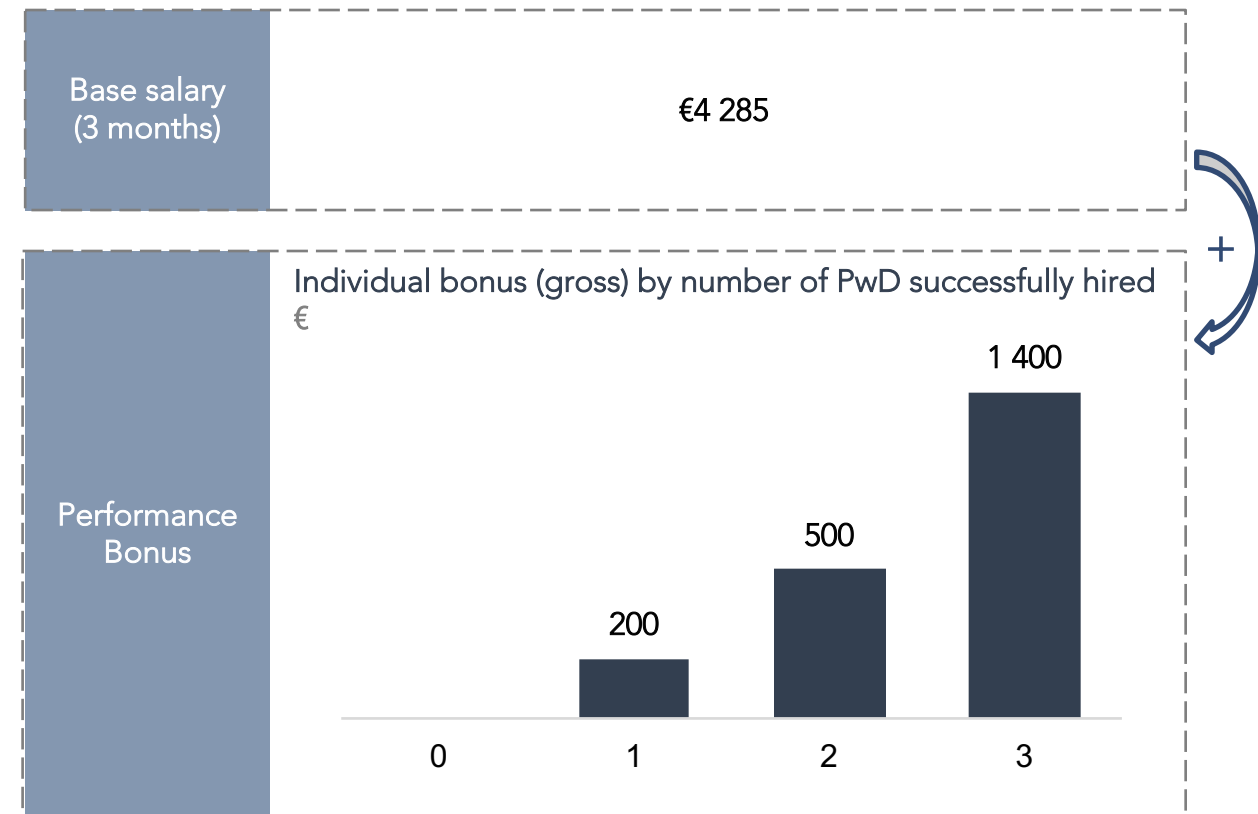
To integrate 32 candidates with disabilities in JMS Contact Center Viseu, the Pilot methodology can be done through a Consortium or, ideally, through LINC's services (depending on the projects release)

Viseu's Pilot

Hire **32 candidates** to integrate the new Contact Center

Consortium	LINC

Define the owner of the Pilot in JMS | Person responsible for the organization of the Pilot – Gonçalo Teixeira e Maria João Vicente

Owner Responsibilities:

Source #32 candidates' for the TWG through a consortium	**Create the Consortium through a single point of contact:** ▪ **Conglomerating all institutions that have access to PwD:** Social organizations, specialized schools, IEFP Viseu, others. ▪ One of the institutions must be elected as the **single point of contact** that makes the **assessment and selection of candidates** sourced
Source #11 Coaches for the TWG	▪ Use JMS channels to contract occupational therapists ▪ Contact APTO for information regarding Occupational Therapists in the area (if applicable)

If LINC is already operating and capable to test all services and resources, it is considered the best case scenario

Sourcing	Initial Filtering
LINC's Assessment	Transitional Work Group

JMS intervention is reduced. LINC holds responsibility for all Pilot stages:
▪ The recruitment process: Sourcing, Assessment and TWG
▪ Application to the IEFP *"Estágio de Inserção"*
▪ Availability of coaches
▪ Training teams and supervisors

To guarantee the successful implementation of LINC's business model, it is recommended to find the suited person/agency with interest and drive to launch the project

As a final recommendation, LINC may have **two different implementation paths which are not mutually exclusive, and they require different next steps**. LINC may be constituted as a business unit inside a Traditional Recruiter or as a standalone Start-Up. In both cases, it is crucial to syndicate the willingness of both agents to embrace the project and guarantee each proposed process and *modus operandi* is followed

Start-up | LINC

1 **Find the Entrepreneur to be Founder/CEO** of LINC
  - Assemble start-up team

2 **Obtain the funds needed** to finance first year of operations/investment
  - Obtain funds to cover possible NWC constraints due to IEFP delays through **Business Angel Pitch**

3 Create a consortium for **strategic partnerships** and **board of advisors**

Recruiters' department

1 **Assess the availability** of the traditional recruiters to deploy a **new business unit using LINC's business model**

2 **Choose the recruiter who adds more value to own the project**, provided the commitment exists

3 Select a **fully dedicated team** to embrace business unit incubation and development

AGENDA

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AGENDA

Appendix 1: TEAM PROJECT PERSONAL REFLECTIONS | Key Learnings and Self-improvement during the Consulting Lab Experience

BELBIN ANALYSIS – MARIANA SARAIVA

The Belbin test attributes job roles and its degrees of compliance for each team member. It was very useful to analyse and discuss the results of the group in the begging of the project, to manage expectations regarding each one advantages and points of improvement. It gave us a macro view of our team profile.

TOP 3

MONITOR

OPERATIONAL

STRATEGIST

I strongly believe that self-awareness is key for self-improvement. The Belbin test was very interesting for me to become more conscious of my characteristics, advantages and points of improvement within a team. One of the characteristics that I came to highlight during the Master's Program and past experiences was the need to guarantee a high performance standard in all my deliverables and tasks. This feature became evident when Belbin Analysis revealed my 40 points in the Monitor role. Of the top 3, the competences that surprised me most were those correspondent to the Operational role. I think this is one of the skills and strengths that I only evidence in effort (when I do so).

I do not believe there are better or worse job roles. However, the combination of certain characteristics and their weights, has a strong influence in the team performance and potential preferences. In our team's example, having such variety of profiles happened to be transformed in a good environment to work in, with constant learnings in terms of managing expectations and dealing with different personalities

BOTTOM 3

PRESIDENT

TEAM WORKER

FINISHER

When considering the bottom 3, the test results show exactly the dimensions I need to improve. Team Worker is one of my biggest challenges I face professionally. It is very difficult to manage different expectations, needs, visions and specially, egos. However, this perception makes me be more conscious and I am trying to change my behaviour by invest in team building initiatives, time to meet my colleagues and mostly, to be more patient and empathic.

When considering the Finisher role, during this project I needed to become more detailed-oriented, since there are few in this team. Each of us, tried to compensate the others' points of improvement by overcoming our difficulties and challenges. In this way we were able to develop new competences.

Appendix 1: TEAM PROJECT PERSONAL REFLECTIONS | Key Learnings and Self-improvement during the Consulting Lab Experience

KEY LEARNINGS – MARIANA SARAIVA

PERSONALLY

MANAGE EXPECTATIONS

With this project it become more clear in my mind, the need to manage expectations when working with a team and with the client. For me is very important to align each stakeholder expectation to guarantee the emotional and physical balance.

HUMBLENESS

Through Professor Constança Casquinho example of humbleness, I understood the impact of this characteristic when working with clients and in a team. Recognizing the value of those who surround me will create a more positive environment, will reduce the need to manage egos and especially, has a contagious effect - people want to have a similar attitude, to be better!
This characteristic must be common in both personal and professional spheres of my life.

BUILD RELATIONSHIPS

More than networking concepts, it was very interesting to understand the importance of building relationships among those who surround us. Through the project, the existent connections happened to be very important for us to execute some tasks, however it should not be done with a second interest. It is our job to be polite and maintain those who are close (personally or professionally) feeling well, in this way they will behave the same way with us – this only brings good consequences.

PROFESSIONALLY

SYNDICATION

"Work with the client and not for the Client". Also related with managing expectation, syndication is key to guarantee the projects' success. It was absolutely visible the syndication effects during the all project: we had much more committed clients, more motivated, with their expectations aligned and very satisfied with our deliveries.

TEAM BULDING

Although it is a difficult task, working as a team only adds value to projects and to any professional. As Ray Kroc says "None of us is as good as all of us".
It is an opportunity to learn new skills on-job and be in constant self-development. During this project, teamwork was not a big challenge to deal with, yet often we all have the "best vision" for the solution and this sometimes creates some anthropeias. Those were easy to trespass, since we were all aligned with the importance of working in a positive environment.

THE MECE CONCEPT

It was very interesting to learn this consulting concept, because it brings a more efficient and organized mindset. As Professor Constança says, a consultant thinks in boxes and working with my colleagues with already some experience in consultancy and with the Professor, was very useful to start thinking this way. I truly believe that this was a tool that improved the quality of our project and it will have a strong and positive influence in my future works.

Appendix 1: TEAM PROJECT PERSONAL REFLECTIONS | Key Learnings and Self-improvement during the Consulting Lab Experience

The Belbin test attributes different job roles for each one of the team members. In my case, it was important to understand which is my natural tendency and work on top of that. By knowing what energizes me the most, I could be more self-aware to manage efforts during the project.

TOP 3

INTELLECTUAL

STRATEGIST

PROSPECTOR

I do agree with the Top 3 characteristics that the Belbin test suggests. During the project I could confirm it in several situations. Furthermore, it was helpful to know what was my personal inclination so that I could be confident in contributing to the project in this way.

The intellectual and prospector are roles that I like a lot. In fact it is very rewarding to me as it is about generating ideas or building on the top of other ideas. I do like to get into the problem in a systematic way and to rethink the existent solutions and ask "why?" and "why not?". Moreover, it is what drives and energizes me to work: have new and good suggestions and solutions for the problems.

Finally, during the project I really felt a strategist. I enjoy to put everything to getter along the group is working and generating new outputs. It energizes me to find the consistent flow and coherence for a good story-line and "so-what" of each part of the project. It is specially important to me because of a communication purpose.

BOTTOM 3

FINISHER

PRESIDENT

TEAM WORKER

Regarding the bottom 3 roles, I do not agree entirely with Belbin test results. Although, I recognize that those are areas that I must be develop and be careful because that cannot be inherent for me in all the time.

Regarding the president role, I do feel to have a coordination role in terms of clarifying objectives and working agendas. I think that this role is a consequence of the strategist role. Nevertheless it is more difficult to me to coordinate specific tasks and to acknowledge everything that is needed to do towards total completion.

In fact, the finisher role is very accurately attributed to me. It is very difficult to me to be aware of all the necessary details and to be energized in the last 5% of project. It is a area where I need to be disciplined to improve.

Appendix 1: TEAM PROJECT PERSONAL REFLECTIONS | Key Learnings and Self-improvement during the Consulting Lab Experience

KEY LEARNINGS – FRANCISCO MONTEIRO

PERSONALLY

HUMBLENESS

I learned that being humble is the only way of delivering a successful project. As a consultant it was very important and intrinsically rewarding to be humble, that is, being certain that I do not knew everything and being self aware of my strengths. The entire project was a constant learning process. To be willing to learn it is necessary to be humble. In fact, the consultant is the party that has time to learn and then share it with the client.

THE IMPORTANCE OF DETAILS

In the project I learned the importance of the details and finishing parts. It is where the project may scale to be efficient and it is where is necessary to take an extra mile and a big effort. I learned that the details is what makes the client able to implement the proposed solutions. It was very demanding for me. I learned that the time and effort must be managed considering the details.

KEEP DRIVE AND A FRESH LOOK

Through out the project it was crucial to always keep a critic distance from the topics beside all tiredness and time spent developing it. In fact, it is crucial that the consultant always have an outside and impartial perspective on the reality which is not easy to keep towards the final of the project. This posture is the main drive for problem solving and innovation.

PROFESSIONALLY

PRAGMATISM

I learned the impact of being oriented towards practical and possible solutions that create value for the client. In fact, I learned how to simplify and work according to the 80/20 consulting principle that allow us to move forward in the project. It was always important to sustain the assumptions with relevant data and assumptions to increase the probability of implementation

TEAM BULDING

During the project, I learned that it is crucial to develop the project I group and being willing to listen and make the necessary changes that the rest of the team proposed. In fact, the result was better when discussed in a constructive and project-oriented way. Moreover, the output is more important than my opinion or work.

SYNDICATION

I learned that a consulting project is developed for the client and not to empower the consultant curriculum. Thus, it is impossible to develop it without being in constant contact, relationship and syndication with the client. Most of the times, our ideas were already tough and testes by the client or, the client already have the Ideas and the project must structure and validate them. This way, the project must be made in the reality that intends to serve.

Appendix 1: TEAM PROJECT PERSONAL REFLECTIONS | Key Learnings and Self-improvement during the Consulting Lab Experience
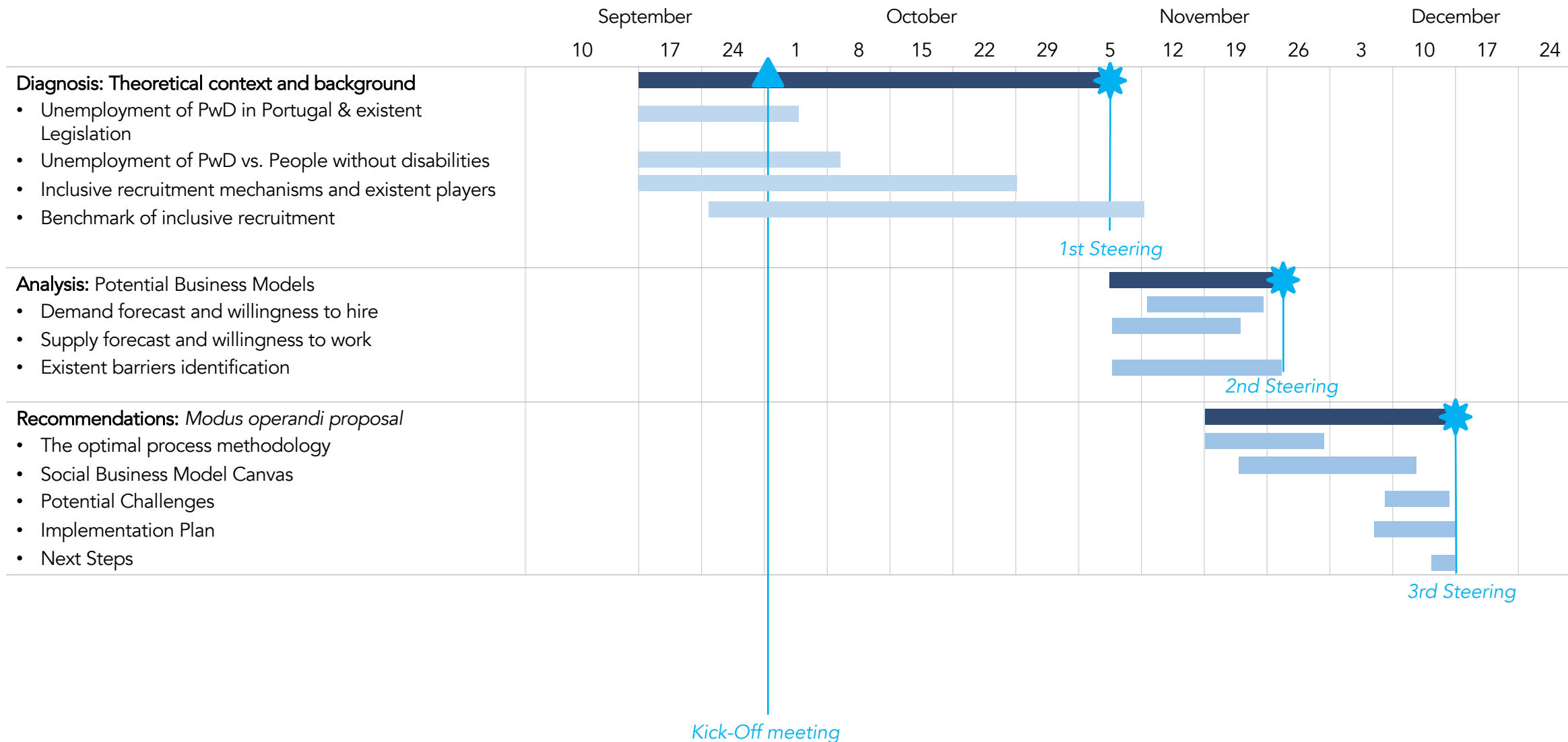
BELBIN ANALYSIS – TOMÁS FERNANDES

The Belbin test allows people to understand the different drivers and traits each person has. The most insightful results from the test were not the traits I knew I had, but the ones I realized having, and how they made me more self-conscious.

TOP 3

OPERATIONAL
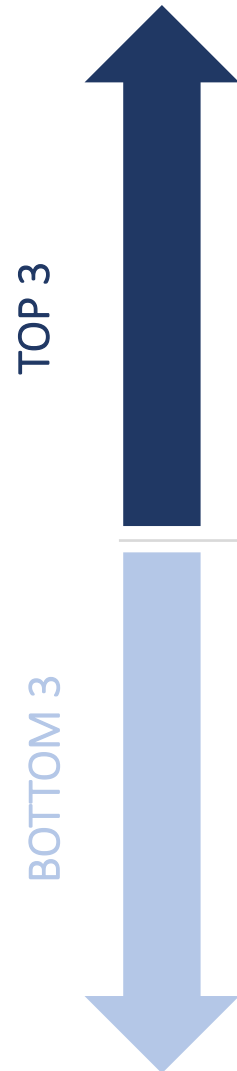
STRATEGIST

TEAM WORKER

It was somehow a surprise to see that in my Top 3 I had somewhat conflicting profiles: Strategist and Team Worker. However, along the project I found it to be true. The most challenging part was to balance when to pursue an idea against the flow, and when to favour the avoidance of conflict between members of the team.

The Operational trait was by far the most obvious one for me. It was always natural for me to need to see and put things in practical terms. The result of that is the urge to do at the same time as I think and learn by doing instead of learning by studying or conceptualizing. Nonetheless, the test made me realize the drawbacks of this trait and help me at the times when I would normally loose my focus during very conceptual team sessions

All in all, the test made me realize my most expressive traits and brought me self consciousness on how I approach working in a team

BOTTOM 3

INTELLECTUAL

MONITOR

PROSPECTOR

My Bottom 3 traits helped me the most in identifying what exactly is not the my strongest suit. I believe the biggest added value in identifying these traits was to know where I could be complemented by the team, and to help me distance myself from the will of being "perfect" and try to be in all kinds of roles at the same time

I strongly believe that a full knowledges of one's strengths and weaknesses helps bringing teams closer and working together with better results. Thankfully, we were fortunate to have almost every profile in our team during the project and ended up getting the best out of everyone to achieve a great outcome

Appendix 1: TEAM PROJECT PERSONAL REFLECTIONS | Key Learnings and Self-improvement during the Consulting Lab Experience

KEY LEARNINGS – TOMÁS FERNANDES

PERSONALLY

BEING HUMBLE

One of the key lessons I learned from professor Constança is that humbleness is one of the biggest traits a consultant can have. It is a very delicate job that can have tremendous impact in the lives of people of the client, for good or bad. Because of that, I now know that I should be always able to put my self in the clients' shoes and have an helping and learning mindset.

THE POWER OF PRAGMATISM

It helped me often, and also the group, to be able to think pragmatically instead of overcomplicating things. I learnt the importance of taking a step back and looking at the bug picture from time to time. That allows me to refocus on what really delivers the most value and brings the most positive change. Perfection does not exist, but solutions do not need to be perfect to deliver great value.

GET IT DONE

A result from the observation throughout the project is that the great value is in doing. I do not recall talking to someone who was not aware to the problem of employing people with disabilities, and often times those same people had many opinions about potential solutions. That is why I don't feel the value of the team was of actually discovering a solution, but to learn the different parts of the solutions from many people and get things done.

PROFESSIONALLY

THE IMPORTANCE OF SYNDICATION

A key lesson learned from the project was to keep everyone involved and keep the client in the loop. The professor was kind enough to teach us about how to manage people's expectations, understand what drives them and adjust ourselves to serve them, the best way possible.

"UNDERPROMISE AND OVERDELIVER"

One of the briefest and most accurate summaries of what a consultant should do that I have ever heard. I have learned that it is the only way to succeed in this and most jobs. Managing the clients expectations and working hard to deliver more than what is expected is the way to make sure every client is satisfied with the outcome (Hapiness = Reality – Expectations)

SO WHAT?

From this project I take with me the habit of making sure I am always fact-based, and that the information I convey has a purpose. Otherwise, without these two pillars, there is no foundation to make proper recommendations as a consultant

Appendix 1: TEAM PROJECT PERSONAL REFLECTIONS | Key Learnings and Self-improvement during the Consulting Lab Experience

BELBIN ANALYSIS – ANDREIA DIAS

The Belbin test is a great tool to assess our traits and evaluate which traits must be improved in order to become more valuable in a team. Moreover, it also help team members understand each other and know what to expect when working with different people.

TOP 3

TEAM WORKER
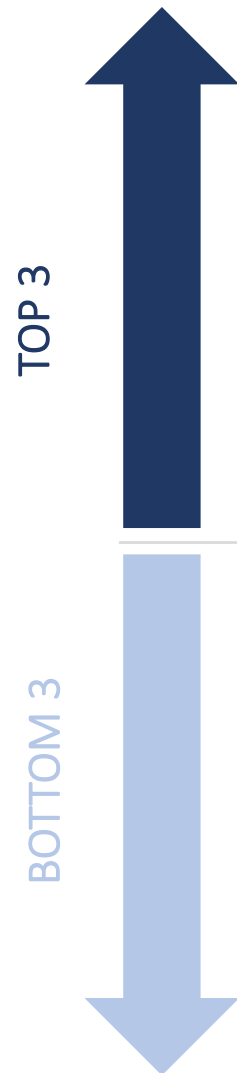
OPERATIONAL

PROSPECTOR

The top 3 characteristics suggests by the Belbin Test were quite expected and I tried to use them during this work project in a way that would beneficiate the entire team.

Being a team worker was always a trait of mine. I enjoy working in a group and sharing and discussing new ideas with my colleagues, moreover I consider myself very cooperative and always willing to help.

Regarding the trait operational I do like to put things into practical terms to see the projects become live yet I do not consider myself to have low flexibility and during this project I was capable of adjusting to the new information collected. Additionally this trait of prospector increases my flexibility to adapt since I like to search for new information to make sure that we achieve the best solution possible .

BOTTOM 3

STRATEGIST

FINISHER

INTELLECTUAL

The bottom 3 characteristics suggested by the Belbin Test were somehow surprising. Even tough I do not consider them as my best traits I would not put them as the bottom 3 and so during this project I worked hard to improve on them.

In terms of intellectual I believe that sometimes I lack of creativity, yet during this project I tried to make as much research as I could to try to come up with new ideas. Moreover when it comes to being finisher I forced myself to be more focused on the details in order to deliver a more successful solution for both the client and the society in general.

Regarding Strategist I do consider I have this trait as I worked side by side with my colleagues to come up with strategic objectives that would allow our idea/solution to work and to be implemented with success.

Overall it was quite good to develop this test as it was an opportunity to become more self-conscious about my way of working and to improve in some of the traits that I was lacking.

Appendix 1: TEAM PROJECT PERSONAL REFLECTIONS | Key Learnings and Self-improvement during the Consulting Lab Experience

KEY LEARNINGS – ANDREIA DIAS

PERSONALLY

HUMBLENESS

During this project my colleagues and professor Constança taught me that humbleness is a great trait for a consultant. In order to deliver a successful project to a client I have to be willing to listen to my co-workers opinions and ideas and I have to take into considerations the opinions and insights of my client. In order to achieve greatness I have to work with others and be humble towards others.

THE IMPORTANCE OF DETAILS

As this project evolved I realized that details are quite important. Not paying attention to simple details gives the image that I am being careless with the work I am doing and that can put in danger the implementation of our solution. As such I worked hard to pay more attention to every detail and to make sure all the issues were being covered so that our plan could have a good impact in the lives of people with disabilities.

KEEP DRIVE AND A FRESH LOOK

To deliver a good project for a client we must keep our motivation at the top. With this project in hands it was quite easy to do this because we had the opportunity to talk with different people with disabilities, with different companies and all of them had a different experiences to share with us. This gave us different perspectives of the problem in hands and helped us develop a more complete solution.

PROFESSIONALLY

PRAGMATISM

Being pragmatic is quite important if my goal is to develop a real solution for a problem. Even tough it is important to think outside the box it is also important to make sure that our solution can be achieved by our client. During this project we had to be pragmatic by focusing in the Portuguese reality and developing a solution that could create real value for both the client and the society.

TEAM BULDING

Working in team is crucial to deliver a good project. This project showed me that everyone has its strengths and weakness and by working together we can leverage each other strengths to deliver a project with more value. Listen to other and debating different ideas is what makes a great project. I believe that during this project we worked well as a team and that is reflected in the work we delivered in the end.

SYNDICATION

I learned with professor Constança the concept of syndication and trough this project I realized the importance of this. I learned that when doing a project for a client I have to take into consideration what he is trying to achieve and that requires to show him the work being developed in order to make sure we are moving in the right direction and that in the end we will deliver a project with value for the client.

Appendix 2 | The project intended to find out if it is possible to create and develop a business to foster an inclusive recruitment through an efficient and scalable market solution

Is there a business opportunity for this project?

Why?

Yes

There is demand
- Companies are willing to hire

Who are the companies?
Where are they?
What are they looking for?
How much are they willing to pay?

There is supply
- PwD are willing to work

Who are they?
Where are they?
What is their real willingness to work?
How many are they?

There is no existent solution

Which services exist in Portugal?
Who are the main players?
What are the opportunities for improvement?
What are the good practices internationally?

There is a business opportunity

How?

Business Model
- Value Proposition
- Key Activities
- Key Partners
- Key resources
- Cost Structure
- Revenues Streams
- Customer Relationships
- Customer Segments
- Channels

Appendix 3 | The project chronogram

	September	October	November	December
	10 17 24	1 8 15 22 29 5	12 19 26	3 10 17 24

Diagnosis: Theoretical context and background
- Unemployment of PwD in Portugal & existent Legislation
- Unemployment of PwD vs. People without disabilities
- Inclusive recruitment mechanisms and existent players
- Benchmark of inclusive recruitment

1st Steering

Analysis: Potential Business Models
- Demand forecast and willingness to hire
- Supply forecast and willingness to work
- Existent barriers identification

2nd Steering

Recommendations: *Modus operandi proposal*
- The optimal process methodology
- Social Business Model Canvas
- Potential Challenges
- Implementation Plan
- Next Steps

3rd Steering

Kick-Off meeting

Appendix 4 | Unemployment of PwD discrimination in the PT market

PT and EU Unemployment rate in 2014

Portugal ■   EU ■

- People with no disability: Portugal 32,2 — EU 27,5
- People with moderate disabilities: Portugal 48,6 — EU 43,3
- People with severe disabilities: Portugal 64,6 — EU 71,7
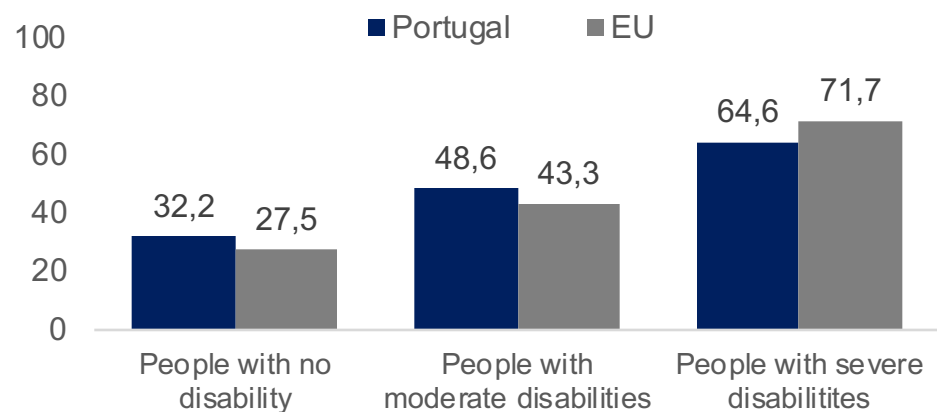
Short term vs long term unemployment in PT

Number of unemployed PwD, 2016

- <12 Months: 5123
- >=12 Months: 8060
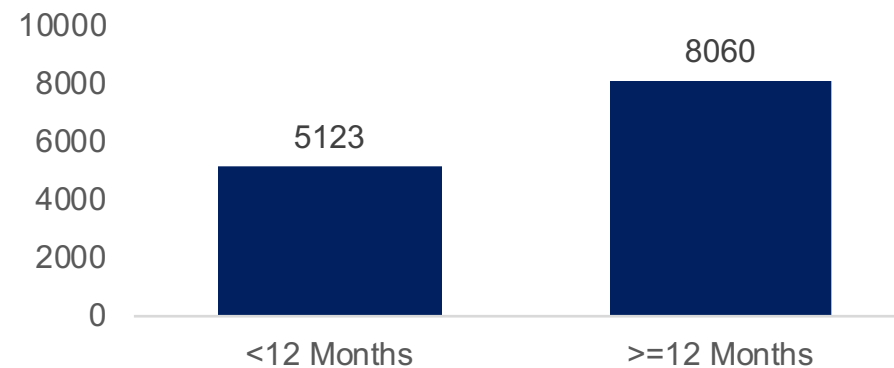
First job vs New job unemployment, %, 2016

100% = 13.083

■ First job
■ New job

- 17% First job
- 83% New job

Sources: ODDH; Team analysis
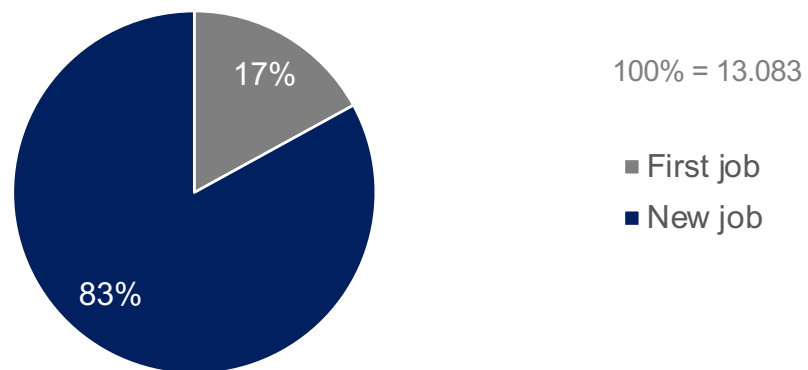
Appendix 5 | IEFP data characterization

Gender breakdown

100% = 41.092

- Male
- Female

41%
59%
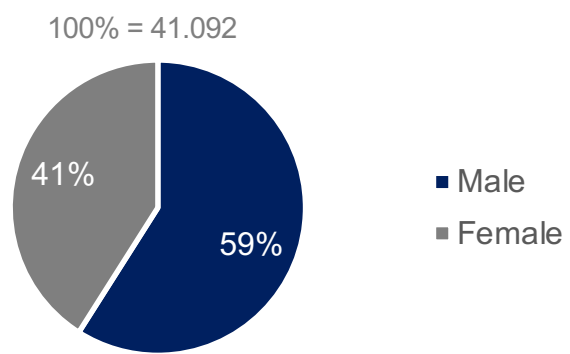
Age breakdown

Number of employment requests by age group (n = 50.492)
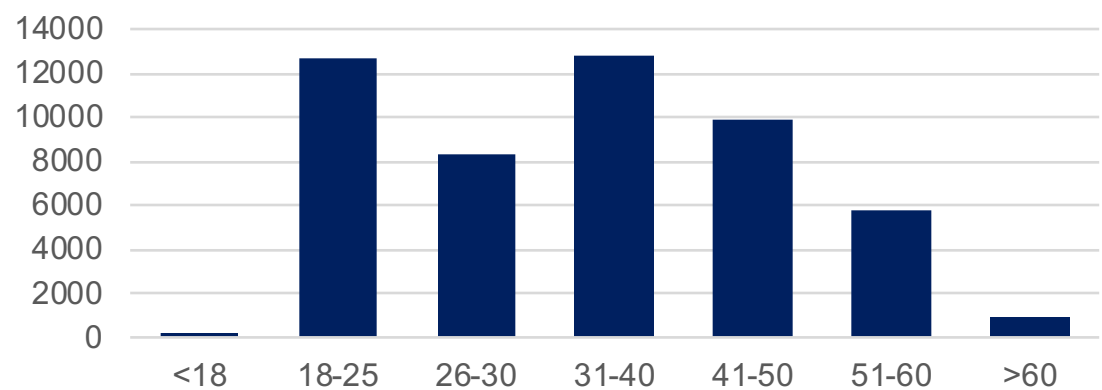
Education level

Number of employment requests by education level (n = 50.492)

☐ % of requests resulting in finding a job[1]

Education level	Requests	% finding job
DOUTORAMENTO	31	3%
MESTRADO	418	14%
LICENCIATURA	2314	11%
BACHARELATO	156	10%
ENSINO PÓS-SECUNDÁRIO	151	24%
12 ANOS	8564	14%
11 ANOS	895	11%
9 ANOS	16072	13%
6 ANOS	11259	11%
4 ANOS	7526	11%
LER-ESCREVER S/GRAU ENSINO	1675	10%
NÃO SABE LER/ESCREVER	1431	7%
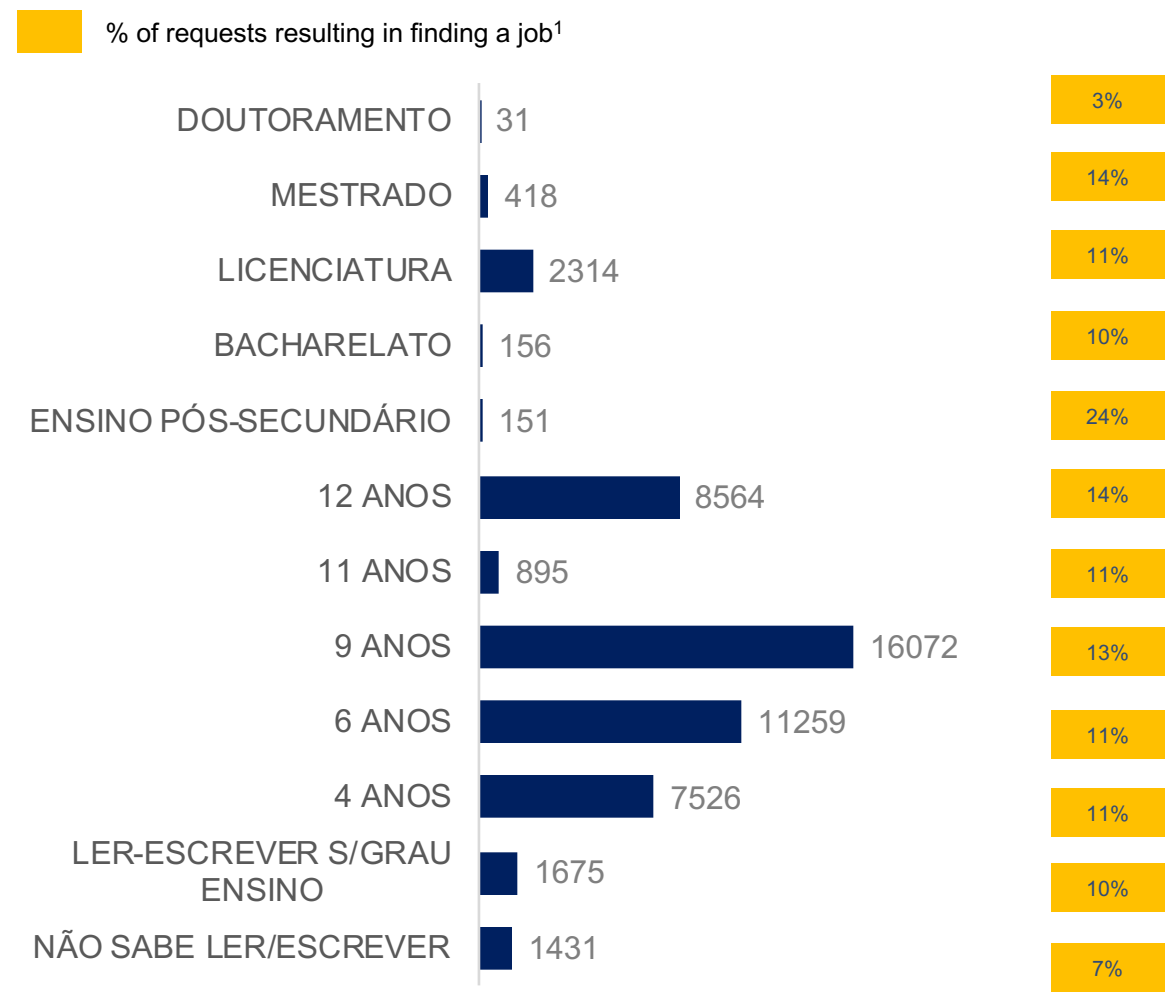
Sources: IEFP Database

Appendix 6 | Time required to conclude the recruitment process and top districts that hire the most

Time to employ a candidate (days)

N = 6.098 job offers

Median (208)   Average (452)
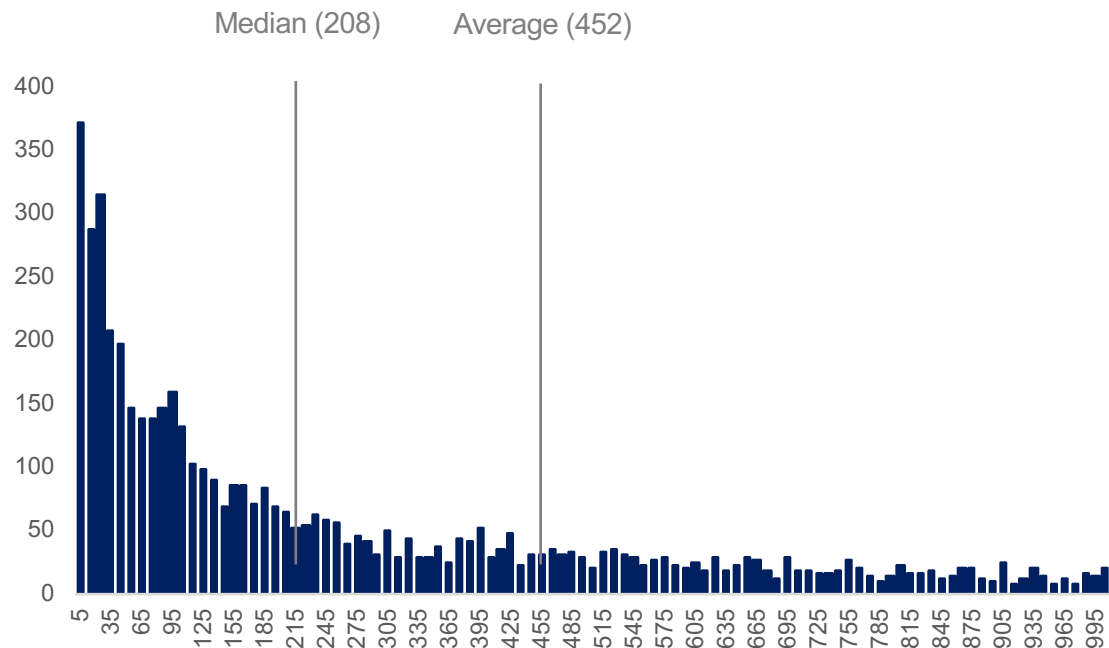
Time between candidate formally asks for the IEFP help to find a job and the day when the job offer is made to the candidate

84% of job offers are made to candidates with previous working experience

¹ Refers to the top 5 districts where PwDs have been offered jobs through IEFP

Sources: IEFP; Sabi, Team analysis

Top 10 hiring districts for people with disabilities[1]

Number of PwD employed through IEFP   2014-2018

🟧 Employment success rate (%)

District	Number of PwD employed	Employment success rate
Coimbra	722	19%
Lisboa	722	6%
Leiria	715	24%
Algarve	595	16%
Aveiro	522	17%
Porto	480	8%
Lezíria e Médio Tejo	403	17%
Braga	384	14%
Setúbal	334	6%
Viseu	303	14%
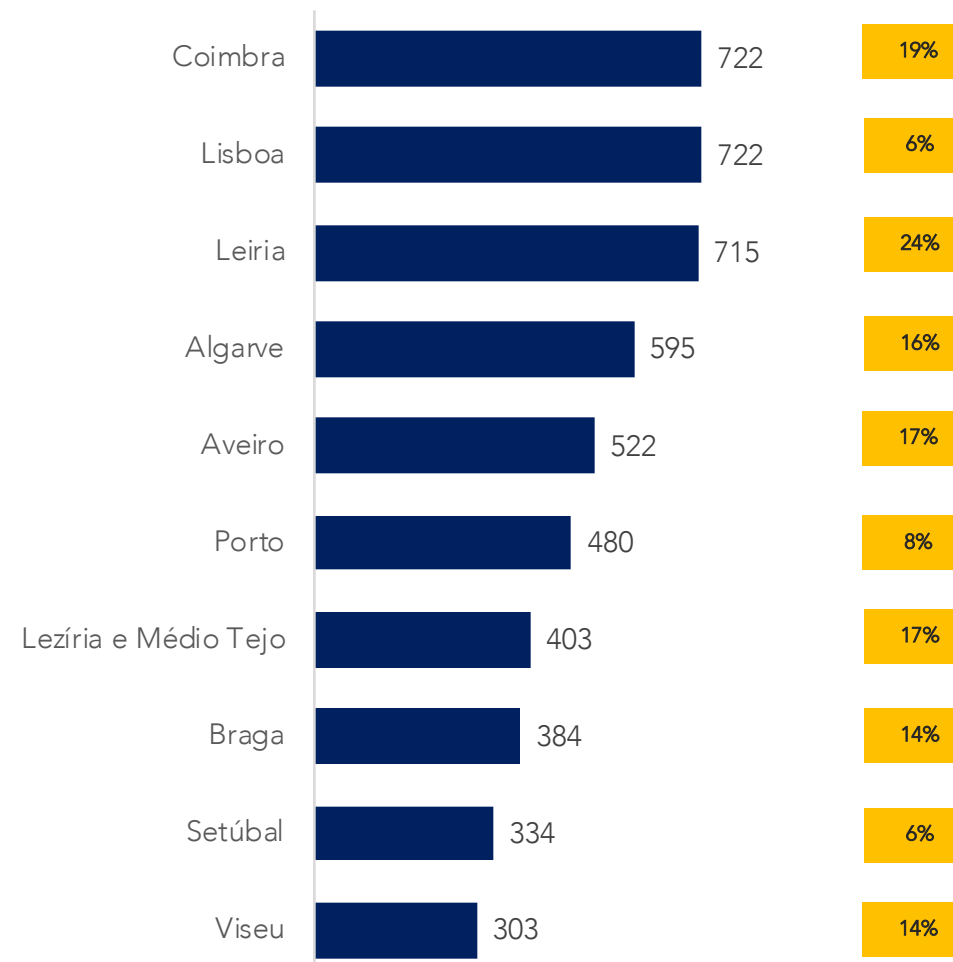
Sources: IEFP Database

Appendix 7 | Applications success rate by locality, in PT

IEFP Top 12 locations by number of employment requests

■ Requests' success rate [1]
■ Greater Lisbon area

2014-2018

Locality	Requests	Success rate
Lisboa	3.450	4%
Sintra	1.648	6%
Cascais	1.580	8%
Coimbra	1.276	15%
V. N. Gaia	1.006	8%
Porto	936	5%
Almada	874	8%
Oeiras	833	5%
Barreiro	829	3%
Moita	823	2%
Loures	821	6%
Seixal	778	5%
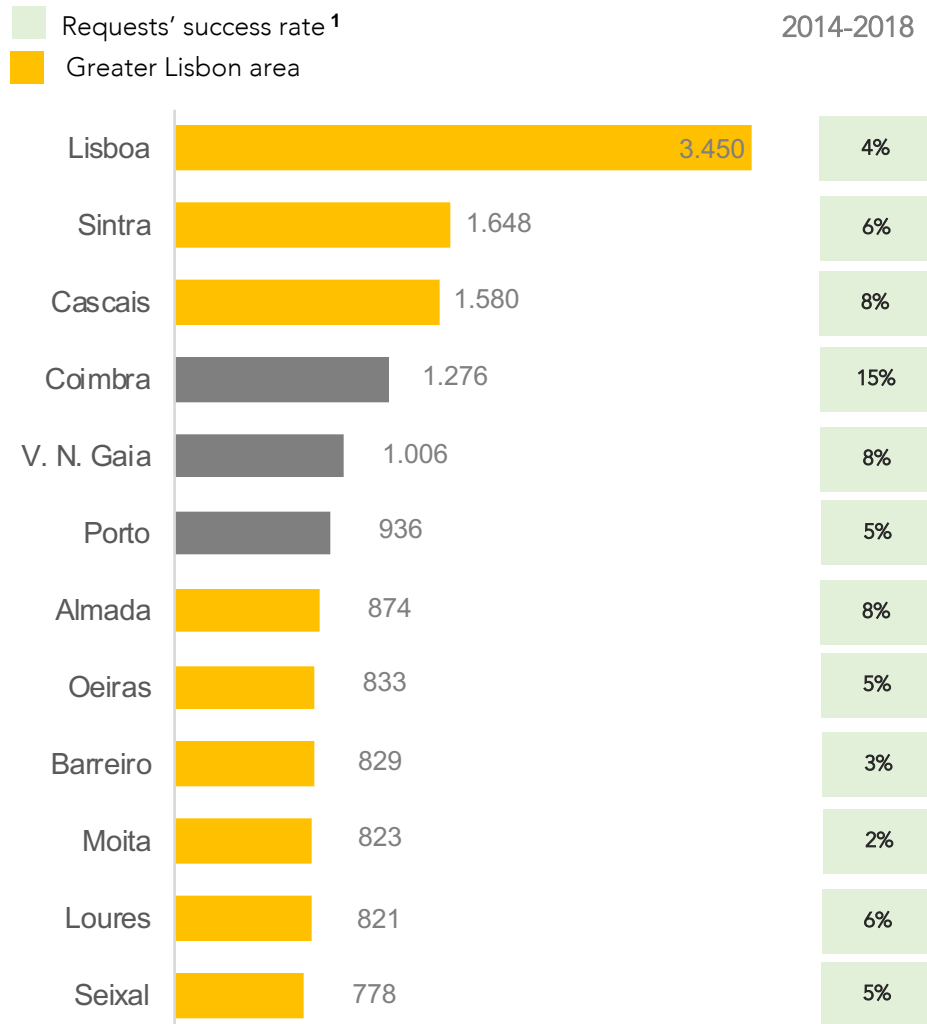
[1] Success rate may be deflated due to job contracts that are not communicated to IEFP
[2] Average success rate from the municipalities identified in the left in yellow

Job offers to candidates in the Greater Lisbon

2014-2018

5%[2] → 12%

585 (As is) → 1406 (Potential)   Δ =+ 140%
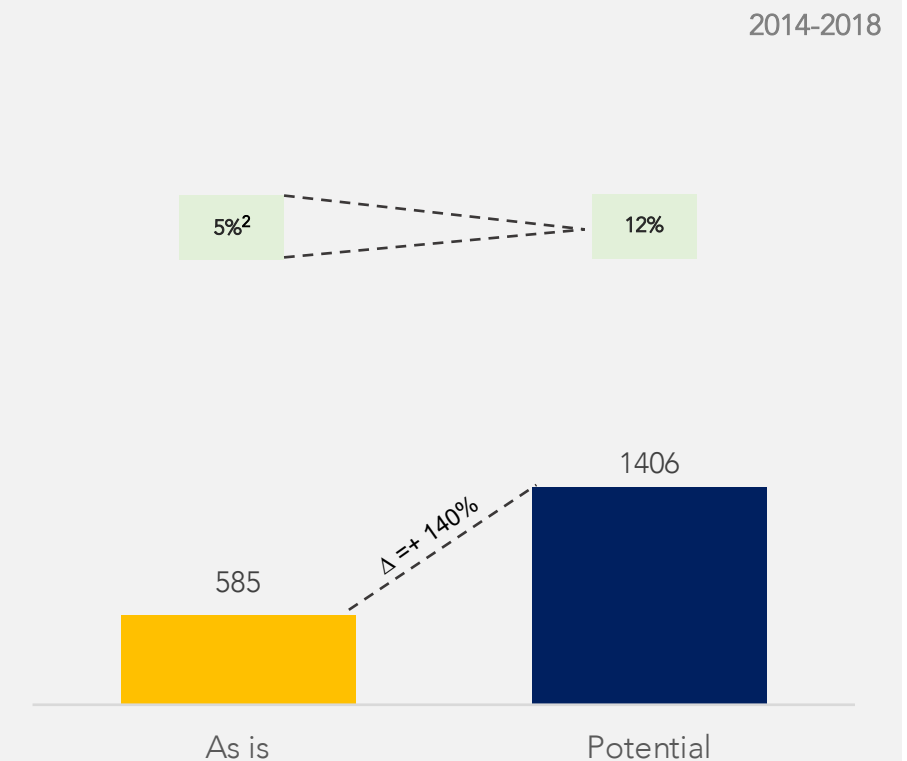
The **average success rate between 2014 -18 of the Greater Lisbon** is equal to **5%** and represents 585 job offers, much inferior to the **National average**, equal to **12%**.
If the success rate of these locations converged to the national success rate, **the number of job offers in the Lisbon area could almost triple**

Sources: IEFP Database, Team Analysis

Appendix 8 || Characterization of employment in each type of disability

Top 6 most employed disability types[1]

- ■ # of people employed
- ■ # of different job functions performed by the type of disability

Disability type	# employed	# job functions
Intelectual Disabilities	1469	164
Psycological Disabilities	545	115
Hearing Disabilities	537	134
Limb Motor Disabilities	525	172
Limb Deficits	330	129
Vision Disabilities	298	105

Excluding the "Other Disabilities" category, these top 6 disabilities represent 71% of employed PwD, out of 29 categories

[1] Excluding category labeled "Other disabilities" from IEFP data

Top job functions performed by the top disability types (Ranked)

Disab. type ranking	Intellectual	Psychological	Hearing	Limb Motor	Limb Deficit	Vision
1st	Non-qualified worker in the transformation industry	Non-qualified worker in the transformation industry	Non-qualified worker in the transformation industry	Non-qualified worker in the transformation industry	Non-qualified worker in the transformation industry	Non-qualified worker in the transformation industry
2nd	Cleaning staff in offices and other establishments	Cleaning staff in offices and other establishments	Cleaning staff in offices and other establishments	Office assistant	Office assistant	Cleaning staff in offices and other establishments
3rd	Kitchen helper	Kitchen helper	Kitchen helper	Kitchen helper	Kitchen helper	Kitchen helper
4th	Non-qualified worker in building construction	Family helper	Warehouse worker	Non-qualified worker in building construction	Private security worker	Non-qualified worker in building construction
5th	Waiter	Warehouse worker	Cook	Kitchen helper	Warehouse worker	Office assistant

Preliminary analysis shows that there is **no "specialization" of job functions per type of disability;**
Even though the types of jobs performed are mainly the same, **every disability has numerous success cases in different kinds of functions**, showcasing the flexibility of PwD

Sources: IEFP Database

Appendix 9 | Breakdown of jobs functions demanded by the current market for people with disabilities

Top job functions demanded

Rank	Job Function	# Job offers to PwD	% Of total job offers
1	OUTROS TRABALHADORES NÃO QUALIFICADOS DA INDÚSTRIA TRANSFORMADORA	706	11,58%
2	TRABALHADOR DE LIMPEZA EM ESCRITÓRIOS, HOTÉIS E OUTROS ESTABELECIMENTOS	353	5,79%
3	AJUDANTE DE COZINHA	294	4,82%
4	TRABALHADOR NÃO QUALIFICADO DA CONSTRUÇÃO DE EDIFÍCIOS	197	3,23%
5	EMPREGADO DE ARMAZÉM	189	3,10%
6	AJUDANTE FAMILIAR	166	2,72%
7	EMPREGADO DE MESA	163	2,67%
8	EMPREGADO DE ESCRITÓRIO EM GERAL	119	1,95%
9	AGRICULTOR E TRABALHADOR QUALIFICADO DA AGRICULTURA E PRODUÇÃO ANIMAL COMBINADAS, ORIENTADOS PARA O MERCADO	116	1,90%
10	PREPARADOR E CONSERVADOR DE PEIXE	115	1,89%
11	EMBALADOR MANUAL DA INDÚSTRIA TRANSFORMADORA	109	1,79%
12	COZINHEIRO	106	1,74%
13	PEDREIRO	105	1,72%
14	VENDEDOR EM LOJA (ESTABELECIMENTO)	101	1,66%
15	TRABALHADOR NÃO QUALIFICADO DA AGRICULTURA (EXCLUI HORTICULTURA E FLORICULTURA)	98	1,61%
16	TRABALHADOR NÃO QUALIFICADO DA AGRICULTURA E PRODUÇÃO ANIMAL COMBINADAS	90	1,48%
17	SECRETÁRIO ADMINISTRATIVO E EXECUTIVO	71	1,16%
18	OUTROS TRABALHADORES POLIVALENTES	69	1,13%
19	ASSISTENTE DE VENDA DE ALIMENTOS AO BALCÃO	65	1,07%
20	CANTONEIRO DE LIMPEZA	64	1,05%
21	TRABALHADOR QUALIFICADO DA JARDINAGEM	63	1,03%
22	REPOSITOR DE PRODUTOS EM PRATELEIRAS	62	1,02%
23	OPERADOR DE MÁQUINAS DE COSTURA	62	1,02%
24	SERRALHEIRO CIVIL	60	0,98%
25	TRABALHADOR NÃO QUALIFICADO DA FLORESTA	56	0,92%
26	TRABALHADOR NÃO QUALIFICADO DA FLORICULTURA E HORTICULTURA	53	0,87%
27	OPERADOR DE CAIXA	52	0,85%
28	ELETRICISTA DE CONSTRUÇÕES E SIMILARES	47	0,77%
29	SEGURANÇA (VIGILANTE PRIVADO), OUTROS PORTEIROS E SIMILARES	45	0,74%
30	AUXILIAR DE CUIDADOS DE CRIANÇAS	44	0,72%

Sources: IEFP Database

Appendix 10 | Main players discrimination within the inclusive recruitment sphere (1/7)

Recruitment Stage	Main Players	Services provided within the inclusive recruitment market
Decision to hire a PwD	Novamente, INR, Grace, Michael Page, OED	**Create awareness/sensibility and Fight for equal opportunities for all citizens**: promotes debates that discuss the rights of PwD in several matters and discuss what is being done in terms of employment outside Portugal that should be implemented in here.
Match	**Social Organizations:** Cercica, Associação Salvador, Fundação AFID Diferença, Fundação Liga, APPACDM Lisboa, Cerci Lisboa, C.E.C.D, Cerci Tejo, Academia Semear	**Professional training:** Includes courses like gardening, cooking, waiter, administrative assistance, animal keeper, Wood's Restorer, Maid and others.
	Social Organization: Cercica, ACAPO, Cerci Lisboa, Associação Salvador, APPACDM Lisboa, APSA, BIIP Semear	▪ **Assess candidates' competences** ▪ **Prospection of jobs for PwD:** incentivize companies and support the recruitment process
	Traditional Recruiter: Argo, Randstad, Michael Page, Egor, Manpower Group and other	**Assess candidates' competences:** Provide Human Resource Services for companies: Short-lists of candidates that better fit the job-description.
	Inclusive Recruiters: **OED**	Provide **Human Resource Services for companies wanting to employ PwD.**
Integration process	OED, Cercica, Fundação Salvador, Fundação Liga, ACAPO, Cerci, IEFP, Fundação PT, ANDITEC – Tecnologias da reabilitação, Moovit, Places4All	**Provide technical equipment and workplace accessibility:** advise companies on what changes (in a physical and technological level) need to be done to allow PwD to perform their work. Some of these institutions are able to make the necessary adaptation.
	OED, Cercica, Fundação Salvador, Fundação Liga, ACAPO, Cerci, BIIP Semear	▪ **Facilitate the adaptation of the candidate** to the culture of the company and the work. ▪ **Give basic training to workers to deal with disabilities**

Player	Phases	Description
Cercica	Training	Works only with candidates with neurological disorders. - Evaluation of candidates to manage expectations and to understand capabilities & limitations; - Offers vocational training: Cook, Waiter, maid, Gardener, Laundry, Animal's Keeper.
	Recruitment	Gabinete de Inserção Profissional Inclusivo: - Helps candidates preparing CVs, search for a job and prepare for interviews; - Prospection of jobs available: encourage companies to hire candidates with disabilities. - They mediate interviews between candidates and the company. - Clarification regarding the public support available when hiring PwD and on how to apply for it.
	Integration	Cercica helps both the candidates and enterprises during this phase by: - Giving the necessary training to teams to deal/work with the person with disabilities; - Giving technical support for candidates to be able to perform their work.
Associação Salvador	Training	Works only with candidate with a physical impairments. Organizes a Bootcamp that aims at giving the necessary skills for candidates to ace their job search and interviews. This Bootcamp is an opportunity for companies and candidates to meet for the first time.
	Recruitment	For candidates: - Screen candidates to assess their capabilities and send them to professional training if necessary; - Help in the job search. For companies: - Clarifies the benefits of employing PwD; - Help companies to adjust their recruitment process for PwD.
	Integration	Support the integration phase in what the company or the candidate need.

Appendix 10 | Main players discrimination within the inclusive recruitment sphere (3/7)

Player	Phases	Description
APPACDM Lisboa	Training	Offers vocational training in the areas of Cooking, Laundry, Maid and Gardening.
	Recruitment	- Screen candidates to assess their capabilities and send them to professional training if necessary - Work as a mediator between the company and the candidates during the recruitment process.
	Integration	Support both candidates and the company during this phase by giving the necessary support for candidate to adapt to his/her peers and vice-versa and by determining which physical and digital adaptation are needed.
Fundação Liga	Training	Vocational Training in Cooking, Waitressing, maid, Gardening, Tailor, Administrative Assistant, Wood's Restorer. These vocational training are certified by DGERT.
	Recruitment	Co-founder of OED.
	Integration	Liga Acesso: A department in charge of making clarification regarding physical, communicational and equipment adaptation and informing the company about the partnerships that it can do to facilitate this adaptation.

Player	Phases	Description
Cerci Lisboa	Training	Offers vocational Training in Cooking, Gardening and children's mentoring. Moreover teaches PwD how to behave in a working context.
	Recruitment	- Helps candidates to make plausible decisions regarding their professional career; - Evaluates the profile of candidates and suggests what are the most recommended jobs for them; - Job prospection.
	Integration	Cerci Lisboa helps both candidates and enterprises during this phase by: - Making the necessary adjustments to the job function, so that it fits the candidate's limitations; - They help candidates to adapt to the culture of the company; - They have adapted transportation for candidates with limited mobility.
APSA	Training	Project "Escola-Comunidade" that supports students doing vocational training, participating in internships or going to the university.
	Recruitment	Program "Casa Grande": - Prepares candidates for the entire recruitment process (from CV creation until interviews); - Conducts a meeting with the company to understand whether they are ready to integrate a candidate with this disability.
	Integration	Program "Casa Grande": - Conducts a meeting with the team integrating the candidate to explain the disability and how to deal with this person specifically; - Select the best tutor to accompany the candidate during this phase; - Clarify any question that the company or the family of the candidate might have.

Player	Phases	Description
Centro de Educação para o Cidadão Deficiente	Training	Offers vocational training in services of restauration, community support, family support, gardening and operator of screen printing. These vocational training are certified by DGERT.
	Recruitment	- Support the recruitment process by acting like a mediator between the candidate and the company. - Clarify any question on subsidies and other public support available for companies hiring PwD.
	Integration	- Preparation of the person for integration; - Accompaniment of candidates during this phase.
Academia BIPP Semear	Training	Vocational Training in Agronomy certified by DGERT.
	Recruitment	Evaluation of the recruitment process, and sensibilization of employers regarding disabilities and the necessary improvements to accommodate PwD.
Cerci Tejo	Training	Offers specific training for young people with disabilities to prepare for their social and professional integration in the labour force.

Player	Phases	Description
Fundação AFID Diferença	Training	Offers vocational Training in Cook's Auxiliary, Laundry's Auxiliary, Maid Auxiliary; Gardener, Wood's Restorer, Family Assistant and Community Support.
ACAPO	Recruitment	- Prospection of jobs; - Help creating the CV; - Clarification regarding the available public support when hiring PwD.
Places4all	Accessibility	Provides consulting services for accessibility, after making an evaluation of the working place in terms of physical, sensorial and cognitive accessibility.
Fundação PT	Accessibility	Have created innovative technology that decreases barriers in accessibility and improve the inclusion of PwD in the labour force. This solutions are made for blindness, muteness, deafness and for neurological disturbances.
ANDITEC - Tecnologias da reabilitação	Accessibility	Commercialization of hardware and software that support people with neurological disturbances. Their technology destroy physical and digital barriers.
Moovit	Accessibility	Focus on providing consulting services for accessibilities, which include an architectural evaluation, an evaluation of the website and other digitals. Moreover they conduct workshops and give the necessary training to implement new changes.

Appendix 10 | Main players discrimination within the inclusive recruitment sphere (7/7)

Player	Phases	Description
CML, CMS, CMC, CMO and other	Transportation	Provide transportation for the workplace for people with limited mobility in association with the firefighters of each area. This services have very limited capability.
Grace	Awareness	This institution gives awareness on this topic by promoting debates that discuss the rights of PwD, what is being done to promote employment and what can still be done.
INR	Awareness	A public institution that fights for equal opportunities for all citizens, promotes the value of people with disabilities and fights for their rights. They have several programs where they promote the rights of PwD, additionally they have a support line that can be used to clarify not only PwD regarding their rights but can also be used by companies to clarify doubts regarding the public support available when hiring such candidates.
NOVAMENTE	Awareness	Works with people that have had an encephalic-head trauma. They encourage companies to hire this people and have several partnerships with other institutions to give the necessary training to their candidates to have a successful re-entering in the labor market.

Objetives

Assess the impact of people with disabilities in the labour market

- Understand workers' perception of value addition
- Understand the main barriers while working with people with disabilities
- How does the integration process work for the candidate
- How does the integration process works for the candidate's team

Research Design

| QUALITATIVE RESEARCH

1. Pre recruiting filter questionnaire
To ensure the interviewee had direct contact with at least on person with disabilities, in the professional.

2. Interview guide and pilot tests
Define the initial question, topics to be covered and demographic questions. Test the guidelines.

3. Conduct interview
Perform the in depth-interviews: one-to-one

Warm-up

Hello,

My name is _____ and I am currently working on my Master's Thesis at NOVA School of Business and Economics. For this thesis, my group and I are conducting a research related with the employment of people with disabilities in the Portuguese labour market.

On these grounds, I would like to interview you for approximately 45 to 60 minutes, by means of a depth-interview, which means that, for the most part, I will not ask you questions, but instead let you talk freely after the first initial question. This also means there are not right or wrong answers and you are free to say whatever comes to your mind on the subject.

For the purpose of analysing our interviews later, I would like to record our conversation – would that be ok? It will remain anonymous and you will not be contacted further past this interview.

Pre recruiting questionnaire

FILTER 1
Have you ever worked directly with a person with disabilities?

If yes: start interview
If no: stop interview

Interview Guide

Initial Question
Can you please tell me about your last experience when working directly with a person with disabilities?

Topics to be covered
- **Added Value**

Concrete parameters of value addition: personally; for the team and the company

Concrete differences in the job that were better done by the person with the disability

- **Main Barriers**

Main obstacles before, during and after the recruitment process

Concrete differences in the job that could be better done by a person without such limitations

Demographic Questionnaire

Gender (do not ask, just write)
Age
Education level range
Current Profession

*mote: It is also important to ensure the **type of disability**, **age range** and **function/main responsibilities**

Hypothesis

Every recruitment process must be **strategic and oriented to create value** for the organization. Thus, Inclusive recruitment must not lie outside this reasoning.

Each collaborator may **create value through tasks execution (function) or externality effects** within the organization. This way, it is relevant to measure both value streams to make an informed strategic decision:

- Job function (tasks) value is represented by the salary, which is equal or inferior to the value produced by the collaborator
- Externality effects are, by definition, difficult to identify and quantify

The **hypothesis** test: **"disability is a productive resource within the organization, which fosters valuable externality effects"**

Furthermore, all the value created through externalities is acquired directly by the company on top of collaborators' salary.

Two Stage Empirical test

Methodology: Two-stage empirical test

1. Qualitative: In-depth Interviews

Scope: Understand the peers' experience when working directly with a PwD.

- 30 Interviews
- **Filter**: People who have worked directly with a PwD
- **Sectors**: Public; Private; Social
- **Industries**: Health and Care; Banking; Retail; Education; Hospitality
- **Type of disabilities**: Metal and physical

Outputs

Identify main externalities arising from hiring a person with disability

Identify main barriers before, during and after the recruitment process

Appendix 13.1 | In-depth interviews characterization of PwD direct peers

Types of disabilities

Type of disability	Count	%
Motor	10	28%
Autism	6	17%
Cerebral palsy	8	22%
Dawn Syndrome	4	11%
Deafness	2	6%
Blindness	4	11%
Degenerative disease	2	6%
Total	**36**	**100%**

Job tasks

Job tasks	Count	%
Administrator	4	12%
Administrator Assistance	1	3%
N/A	3	9%
Cooker	1	3%
Cooker Assistance	5	15%
Costumer Service	2	6%
Transportation	2	6%
Comercial Assistance in Banking	3	9%
HR assistance	1	3%
Teacher	1	3%
Teaching assistent	1	3%
Technical Assistance	1	3%
Management Control	1	3%
Sales Assistance	0	0%
Human Resources	1	3%
HR assistance	1	3%
Contact Center	2	6%
Repository	1	3%
Marketing	1	3%
Commercial Sales	1	3%
IT	1	3%
Total	**34**	**100%**

Companies' industries

Employees' industry	Count	%
Banking	8	27%
Education	7	23%
Social Sector	3	10%
Catering	4	13%
Retail	3	10%
Public Services	2	7%
IT	1	3%
Health and Care	2	7%
Total	**30**	**100%**

Appendix 13.2 | In-depth interviews characterization of PwD

Types of disabilities

Type of disability	Count	%
Malfunction of arms & Deafness	1	17%
Cerebral palsy	1	17%
Dawn Syndrome	1	17%
Blindness	2	33%
Degenerative disease	1	17%
Total	**6**	**100%**

Job tasks

Job tasks	Count	%
Social Assistance	1	17%
Administrator	3	50%
Economist	1	17%
Student	1	17%
Total	**6**	**100%**

Companies' industries

Companies Sectors	Count	%
Public Services	2	33%
Social Sector	2	33%
Private Sector	2	33%
Total	**6**	**100%**

Note: some of the transcription were deleted due to confidentiality issues

Sector	Gender	Experience				Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Banking	F	"A mãe contou-nos que o Rui chegava a casa e lhes contava o dia todo, o que tinha feito, com quem trabalhava, coisa que não acontecia antes" "Num mês, ele parecia outra pessoa"	"Ter o Rui cá era uma presença especial"	"Era uma presença especial e todos nós íamos lá cumprimentar e era alguém que todos queríamos proteger" "São muito criativos e muito cordeias. Há um sentimento muito forte de poderem trabalhar e, por isso, são excelentes profissionais que executam tudo com muito rigor"	"O Rui era muito determinado e cumpridor, não saia sem acabar a tarefa que lhe tinha sido atribuída para o dia, mesmo que fosse algo que podia ficar para o próximo dia"; "O Rui, tal como a maioria das pessoas com asperger, tinha um QI muito acima da média."	"Faltam associações como o CADIM, que os conhecem melhor e que prepararam a empresa para os receber"; "A separação entre pessoas com e sem deficiência vem do desconhecimento das suas capacidades" "A apresentação dos candidatos deve ser diferente e com mais ênfase nas capacidades da pessoa"	"Quando recebemos uma pessoa com síndrome de asperger, por exemplo, e o candidato não vem referenciado, torna-se estranho para o entrevistador, que não sabe o porquê de a pessoa não ter social skills e descarta o candidato por isso"	"Tínhamos de explicar ao Rui o que era uma piada, se não ele não entendia e levava as coisas a peito, por isso teve de haver um acompanhamento mais próximo do Rui para evitar mal entendidos" "Com o Rui tínhamos de ter sempre tarefas muito específicas para ele, sem qualquer ambiguidade, caso contrário ele ficava sem saber o que fazer"; "reuníamos sempre 2x ao dia com o Rui, uma de manhã e outra à tarde, e nunca podia ficar sozinho e sem supervisão. Ou eu ou a Isabel, que eramos os responsáveis por ele, tratávamos dos momentos de crise e tínhamos uma sala destinada a situações de crise, mas ele também foi treinado e já sabia que sempre que se sentisse descontrolado podia ir para aquela sala acalmar-se e nós íamos lá ter."

Note: some of the transcription were deleted due to confidentiality issues

Sector	Gender	Experience				Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Education	F	"São empenhadas a todos os níveis. Querem fazer bem feito, querem aprender sempre mais"	"Dão-nos bastante. Fazem-nos perceber que apesar de elas terem dificuldades que nos não temos, elas esforçam-se para fazer melhor que nós. O que para nós é um obstáculo, para eles não é"					"A língua é realmente uma grande barreira". "Já me aconteceu estar a falar com a Daniela e estarmos a falar numa grande conversa e depois de repente apercebi-me que ela não está a entender o que eu estou a falar, ou eu também não a estava a entender a ela"
Education	F	"Qualquer coisa dizem logo que sim, são pessoas flexíveis"	"Ao nível da tarefa, a Vera, a vigiar o repouso, ou a perceber os sinais das crianças, percebe logo, está muito talhada para esse tipo de tarefa" "Elas já leem através dos lábios aquilo que eu digo. Gosto de trabalhar com elas, mas reconheço que existem algumas preocupações adicionais ao trabalhar num grupo com pessoas surdas"					"Elas tem muita tendência de dizerem que percebem tudo o que eu digo, mas depois na prática quando eu vou a verificar elas não percebem tão bem" "Não é fácil, não podem ficar sozinhas" "são pessoas que querem mostrar muito trabalho ao mesmo tempo e depois não percebem que se fizerem menos com mais qualidade têm mais impacto". "Querem demonstrar mais trabalho, mas isso pode levar a um trabalho de menor qualidade"
Education	F	"É ótimo a nível de excel (...) tudo o que é mecanizado ele é ótimo"; "O Nuno é um pouco preguiçoso, não têm memória de curto prazo, mas é bastante inteligente e têm muito jeito para tarefas repetitivas"	"Gosto de trabalhar com ele e ainda bem que ele está aqui porque noutro local não seria fácil" "A gente queixa-se disto e daquilo e depois olha e vemos que temos é de estar calados" "Dou mais valor às pessoas com deficiência desde que comecei a trabalhar com elas".		"Aqui ajudamos imenso os colegas, tornou-se parte da nossa cultura"			"Todos nós temos de nos adaptar aos colegas de trabalho, a ele com mais dificuldade, ele é uma pessoa que não tem memória recente (...) eu tenho que escrever tudo porque se eu disser ele não se lembra"; "Ele faz, mas muitas vezes eu tenho de ir rever o que ele fez, porque se ele está a fazer um trabalho e atende o telemóvel ele depois já não se lembra do que estava a fazer"

Note: some of the transcription were deleted due to confidentiality issues

Sector	Gender		Experience			Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Banking	M		"Tem uma média brutal em Línguas, escreve melhor do que eu, portanto cognitivamente é perfeitamente capaz. Não gera questão nenhuma, pelo contrário até ajuda a equipa." "trabalhar com uma pessoa assim relativiza muito os problemas" relativização dos problemas que leva a uma diminuição das "queixas"	Ajuda ao ambiente e a relativizar o ambiente. Conhece toda a gente, é super sociável. Há mais entreajuda, as pessoas ajudam a abrir as portas por exemplo..." "Já conhece toda a gente no banco, está totalmente integrada, embora eu compreenda que haja outros tipos de deficiências que sejam mais complicadas" "somos uma equipa pequena, mas em open space o que proporciona muito a ligação entre áreas. Há aqui uma entreajuda entre áreas que funciona como um team building contínuo"	"esta mudança começa a ser a nossa pegada, enquanto empresa" "claro que há situações e situações..." "O receio inicial pode ser combatido através de formação, mas todos os casos são um caso, na sessão com a Associação Salvador vi casos muito diferentes. Poderão ter um acompanhamento especial, mas cada caso é um caso" "Mas em todo o caso terão de ser pessoas com utilidade para o Banco e para a área. Tem de haver um compromisso dos dois lados, não pode ser um trabalho para passar o tempo. Não pode ser só charity, são estagiários como os outros, recebem o mesmo, com contrato(...)" "Sentimos essa necessidade das várias associações, a que estamos ligados de alguma forma em projetos e sentimos que falta um passo seguinte, como o da empregabilidade. O ano passado, em 2017 experimentou-se, reforçar os laços com a APSA e AS e temos de ver qual a estratégia para o futuro, mas penso que será para continuar. há esse interesse."	"nós somos da área da sustentabilidade, portanto apoiamos alguns projetos, um deles foi o de empregabilidade da associação salvador e portanto tivemos essa ligação com um conjunto de pessoas. A Joana nem estava no nosso grupo e eu pedi para a entrevistarem a ela porque percebi que a joana podia estar perfeitamente integrada numa equipa qualquer." "Claro que há pessoas com quem será mais difícil de trabalhar (...) Pessoas com dificuldade de comunicação é muito difícil, porque parecem ser muito bons mas não se entende o que eles falam. Eventualmente poderão fazer um outro tipo de trabalho, mais analítico, mais técnico. Onde seja preciso comunicar talvez seja mais difícil, principalmente para a equipa." "Epilepsia por exemplo, a equipa tem de estar muito bem preparada (...) no meu caso não me sinto confortável com uma pessoa que esteja a ter um ataque porque não sei reagir (...) talvez com o hábito e formação eventualmente nos adaptemos - mas faz-me um bocado de impressão." "não tem sido uma barreira, porque normalmente tem a ver com um programa que já apoiamos de determinada forma e também tem a vertente de emprego. Eventualmente vamos continuar com estas parcerias".	"fizemos obras no edifício e aproveitamos para o tornar adaptado. As casas de banho já são acessíveis por exemplo. Ela conseguia utilizar mas era muito apertado, mas agora já tem uma casa de banho adaptada. Sente-se pouco há vontade para falar ao telefone, mas não é um grande problema."	"é uma pessoa normal, que cognitivamente faz todo o trabalho, embora um pouco mais lenta, não sentimos grandes diferenças" " a joana é totalmente autónoma não houve necessidade de ter ninguém a acompanhar o processo de integração". "Com os da APSA já houve necessidade de ter um psicólogo da associação para este processo. Não sei muito mas sei que houve um acompanhamento, por exemplo um colega que trabalha com eles contou-me que quando o Fábio chegou não ia a casa de banho, como são de rotinas, tinha saído de casa por isso não ia à casa de banho."

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Sector	Gender	Experience				Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Public Service	M	"trabalham muito bem uns com os outros" "Não se sentem excluídos porque fazemos questão de os integrar sempre. Estão no nosso quadro de tarefas, ainda que tenham tarefas muito simples para fazer."	"todos os candidatos que trabalham comigo são muito melhores trabalhadores, não dão trabalho nem chatices. Por exemplo a Martinha(autismo - não tem muita autonomia - esta no atendimento), onde estava também se chateou com a chefia e a mãe telefonou a dizer que a marta já não quer trabalhar porque se esta a dar tao mal que já nem se quer vestir. Aqui está se a dar lindamente e está integrada." "A Marta por exemplo ontem como não pode vir, faltou a uma reunião de departamento. Hoje já veio ter comigo para se pôr a par de tudo o que já aconteceu." "São pessoas muito atentas e com muita vontade de trabalhar se forem bem motivados e compreendidos"	"Tentámos ser o mais compreensivos possível" "Têm contacto com os clientes internos, faz toda a diferença porque há pessoas - os ditos normais - que ficam muito saturados por estarem nestes trabalhos de muita rotina, a responder sempre as mesmas perguntas e eles não. O rui por exemplo esta no atendimento há anos, sempre que o Rui vai de férias tenho de arranjar alguém substituto e noto diferença, faz mas sem dar valor. Por exemplo, ele entra às 9h mas às 8h já cá esta a tratar de coisas como abrir as luzes, vai por as tabuletas nas portas dos médicos que cá estão (...) é muito organizado e a Martinha é a mesma coisa, apesar de não fazer tanto como o Rui, mas porque também está cá há menos tempo." " As próprias pessoas que são atendidas por eles têm mais paciência. Muitas vezes as pessoas vêm cá já com vontade de refilar, porque muitas vezes nós temos as coisas marcadas para as 9h e o médico não chega a tempo, ou quando há urgências. Quando estão eles no atendimento as pessoas já não se chateiam nem refilam - é uma vantagem porque a pessoa têm uma certa resistência em mostrar logo a fúria." - "As pessoas vêm o trabalho como uma coisa boa em vez de uma obrigação e eu aqui tenho o exemplo disso"		"temos equipas de psicólogos e assistentes sociais por isso achei que seria o espaço ideal para estes colaboradores trabalharem, principalmente em situações de crise. Os técnicos acabam até por detetar situações de crise que ainda não acontecer mas podem vir a acontecer." - há acompanhamento indireto às pessoas, por trabalharem na área da saúde - como prevenção e ajuda na gestão de conflitos: psicólogos, assistentes sociais… "O Rui e o Ricardo (deficiência motora) entraram através da X IPSS. A Martinha entrou através dos contingentes de pessoas deficientes que são obrigatórios nos concursos da câmara - 10% do contingente tem de ser de pessoas com atestado de multiusos. O concurso é o mesmo, mas 10% das vagas são para pessoas com deficiência com mais de 60%. O processo é feito pelos HR da câmara de Cascais. O anúncio sai no Diário da República e depois quem está com mais atenção candidata-se."	"com as quotas, entrou em concurso uma pool de 10 candidatos ao abrigo do estatuto de emprego protegido. Muitos anos a camara também teve uma parceria com a IPSS X, eles tiravam la os cursos e depois os estágios na câmara e acabavam por cá ficar. Por isso é que também temos uma comunidade grande com pessoas com deficiência. A câmara preocupa-se com este tema." "eu já fui chefe da Ana Maria noutro serviço e quando se apresentou a câmara para trabalhar, não havia espaço para a colocar em lado nenhum, porque as antigas chefias não a queriam, tinha causado problemas e também quando falavam com as outras chefias e a referiam diziam todos que não queriam"	"os colegas muitas vezes não facilitam, quando se vê uma fragilidade em alguém tenta-se chamar a atenção" "as responsabilidades dos colaboradores com deficiência são trabalhos de rotina, não muito complexos, que consigam ser feitos de forma autónoma. Não são simples, mas ajuda a que sejam feitos com regularidade para entrar no chip" "enquanto eu lá estive era das pessoas que melhor trabalhava, mais produzia e menos trabalho dava. Até ao nível da assiduidade e pontualidade, depois quando saí, fiquei lá e começaram os problemas ao ponto da Ana Maria ir para casa, sem atestado nem justificação" "Sempre que entra alguém nós damos formação na área em que vão entrar". formação interna quando entram "As tarefas normalmente que damos não são complexas. são válidas e precisas, mas que com ritualização são facilmente feitas e de forma muito direta."

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		CANDIDATE	PERSON	TEAM	COMPANY
Public Services	M	"tem muita dificuldade com o calor e as minhas colegas que trabalham mais perto dele não gostam. E eu vou reparando que ele esta pouco confortável com a temperatura e digo-lhe para pedir para elas porem o AC. Ele diz sempre que está bem e que sabe que elas não gostam, por isso nunca pede para não se estar a queixar e as colegas não ficarem mal com o ar. Ele não pede, tenta arranjar maneiras de ficar mais fresco para não incomodar, ou que mudem as coisas por ele. - evita conflito "só começando a falar com ele é que se nota que ele tem alguma dificuldade e pelos óculos porque tem muita graduação" - sem deficiência visível		"estamos sempre a mudar a equipa e a divisão logística da divisão e isto é muito difícil para ele" "As minhas colegas vão se metendo com ele, há um bom ambiente. Mas noto que há umas que tiveram uma mudança brutal com ele desde que ele teve um ataque epilético. Eu sinto que esse ataque teve muito efeito na forma como as pessoas o viam e veem. Tornou mais evidente as suas limitações e por isso melhoraram o trato" - ter ou não s limitação visível pode influenciar comportamentos	

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Sector	Gender	Experience			
		CANDIDATE	PERSON	TEAM	COMPANY
Banking	F	"Passava o dia todo em casa sozinha e sem se conseguir mexer sozinha. Ao trabalhar tem uma qualidade de vida melhor, com ocupação " "Ela tem muita necessidade de estar fora de casa (...) A Patrícia passava o dia todo sozinha em casa sem se mexer (...) 10 horas sozinha em casa sem se puder mexer" "Já tem as suas funções e tem autonomia" "Nunca a vi queixar-se a não ser no início, por não ter trabalho"	"O que mais me marcou foi, na primeira conversa que tivemos, ela contou me a sua história toda e depois disse "Oh Sofia, eu sou muito feliz" "Fez me muito bem porque a área das operações era uma área em que muita gente se queixava muito" "Fiquei super lisonjeada por ter sido escolhida para a receber"	"A equipa recebeu-a muito bem! é um membro totalmente integrado na equipa, a equipa tornou-se verdadeiramente amiga da Patrícia " "Ensina-nos a meter as coisas nos sítios certos delas, ao lado da candidata, a equipa aprende a relativizar os problemas" "No inicio estava tudo calado...porque toca-nos muito ver alguém que todos os dias supera limites, vai atrás, luta por aquilo que quer" "Para sermos mais felizes a trabalhar e darmos mais valor àquilo que temos" ; "Efetivamente muda a maneira de estar de todo o departamento e isso é brutal" ;"Fez tão bem à equipa que nem imagina...Era uma equipa tristonha e que se queixava muito e quando a Patrícia chegou foi um chapada de luva branca porque nos queixamos muito das nossas coisas mas, quando contactamos com a realidade de pessoas que estão muito pior que nós e que são muito mais felizes e com mais força(...)para quem está ao lado tem que pensar duas vezes antes de se queixar"	"Sobre a patrícia: é muito inteligente, muito perspicaz. Eu acho que nós desenvolvemos outros talentos quando nos faltam alguns.. então ela desenvolveu muito a atenção, a perspicácia. ´É muito determinada e objetiva e diz logo o que pensa, é muito frontal, diz o que pensa! (...)" ; "Não estamos a fazer favor nenhum à Patrícia, isto é o mercado de trabalho, e está e vai ficar cá porque é boa! Só podia ficar no banco se ela fosse a recursos humanos e fosse uma mais valia para o banco" "É Excelente profissional, ganhou por mérito próprio o lugar na empresa. Trabalha com empenho, executa todas as tarefas que tem a seu cargo. É um elemento necessário com várias responsabilidades" "Fomos todos almoçar até com o Pedro Castro Almeida, Administrador, e a Inês, Administradora da sustentabilidade, há uma desierarquização em torno da Patricia porque todos, administradores e colegas de equipa, aproximam-se e protegem a candidata" "Se ela saísse seria uma grande perda profissional porque ela faz diferença. É uma direção com a qual estou descansada porque ela procura e faz. É proactiva e assegura-se das suas funções" ; "Se ela tem uma direção comercial só com ela, obviamente que faz toda a diferença ela sair. Acabou por provar por ela a necessidade de estar cá porque é um boa profissional e trabalhadora" "Encarrega-se totalmente das suas responsabilidades" Dá sugestões _ "Por feitio é assim.. e acredito que o feitio é muito determinado por tudo o que ela vive e por tudo o que passa" "Não tem medos, diz o que pensa diretamente e dá sugestões."

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Sector	Gender	Barriers		
		BEFORE	DURING	AFTER
Banking	F	"Acabei por ficar com a deficiente mais profunda numa área mais difícil para ela" "Implica muito dinamismo, muito conhecimento, tem que lidar e falar com muita gente, mas ela tinha muita vontade" A candidata tem uma deficiência profunda o que exigiu um maior esforço de integração de ambas as partes Aprendizagem _"Foi difícil a aprendizagem porque é preciso ter muitos anos de banco para perceber mas ela tem muita vontade de fazer acontecer" "Aspeto físico e criativo do que é que ela poderia fazer (Funções) Foi preciso pensar criativamente em funções e soluções para que pudesse trabalhar tendo em conta as limitações físicas "Falta de adaptação dos sítios para pessoas com dificuldade motora, os espaços não estavam preparados" "Auriculares e ratos especiais que nem sabíamos o que é que havia no mercado" não se sabia que instrumentos poderiam ser usados pela candidata "Tive imenso medo de não lhe poder dar a devida assistência e acompanhamento(...)é uma grande responsabilidade"	"Começou só com metade do tempo por causa das limitações físicas(...) O facto de usar fralda e não conseguir comer. Poderia até não ser um problema porque entre nós alguém daria de comer mas (...) nos recursos humanos entenderam que, como era um estágio, não queriam impor isso ás outras pessoas porque pode fazer muita confusão e porque é uma prisão para quem fica com essa incumbência (..) depois na prática agora há sempre imensa gente que dá"; "Depois disso tudo percebendo que poderia existir a possibilidade de ela ficar (com contrato) eu falei com os RH relativamente a ela ficar o tempo todo porque ela sentia-se um bocadinho: "porque é que eu não posso ficar o tempo todo"	"Foi difícil a aprendizagem porque é preciso ter muitos anos de banco para perceber mas ela tem muita vontade de fazer acontecer" "Foram atribuídas tarefas que exigiam um grande esforço de aprendizagem e proatividade e a isso respondeu muito positivamente" "Demora muito tempo mas constrói bem o email"

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Sector	Gender	Experience				Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Education	F		"Isto é uma filosofia de vida que me motiva... E toda a equipa é muito motivada para isso." "Tudo isto faz nos ser pessoas melhores todos os dias! É uma felicidade interior que não tem explicação"	"As pessoas aqui têm que ser alegres e estar aqui faz as pessoas perceberem que têm sorte na vida!" "Aqui as pessoas aprendem a respeitar as diferenças!" "As equipas aprendem a respeitar TODAS as diferenças que existem dentro da equipa e aprendem a estar preocupados uns com os outros. O que fazem com o deficiente, aprendem a fazer com as outras pessoas."	"Isto tem tudo um custo(...)O rui na cozinha não lava tantos pratos como devia(...) há um grande custo em incluir e menos produtividade " "Quem entra não sai. 97% das pessoas que entram não saem(...) e quando saem, normalmente é porque nós temos que meter fora(...) O facto das pessoas estarem cá muito tempo. Isso faz com que haja uma união na equipa que faz aceitarem estes casos todos(...)Porque se as pessoas não aceitassem trabalhar não dava(...)é uma filosofia e as pessoas tem que aceitar receber e trabalhar com os deficientes. O facto da equipa ser estável faz com que as pessoas ganhem experiencia" _Rotatividade da equipa praticamente nula(97% de quem entra não sai). Como há muita estabilidade e união de equipa as pessoas estão dispostas a aceitar deficientes "As pessoas com deficiência querem trabalhar mais "Mais motivação para trabalhar "não éramos capazes de trabalhar sem eles.. é assim que trabalhamos			"A parte da inclusão não se mete a força.. na cozinha aquilo não é nada fácil porque a senhora que está na cozinha é surda e não fala.. e isto são coisas que as empresas não estão preparadas para perceber e que demora mais tempo(...) A pessoa que trabalha comigo na tesouraria, que tem um curso de gestão, tem um temor na cabeça desde os dois anos e não tem memória, é uma pessoa afetada(...) Tem imensa força mas é muito difícil: Eu digo uma coisa e um minuto depois ele já não se lembra(...) demora mais tempo, é preciso escrever tudo... É preciso ter mais paciência "Trabalhar com pessoas com deficiência exige muito mais paciência, tempo, adaptação das tarefas às suas necessidades "há dias em que já estou farta(...) mas tem coisas ótimas! Mas é preciso saber lidar com ele ter paciência(...) porque se engana maia, tem que haver mais controlo"
Education	M		"Em questões de trabalho o Gonçalo é responsável, faz aquilo que lhe mandam, é uma mais valia para a equipa."	"Todos aqui na cantina gostam de trabalhar com ele"; "É eficiente no trabalho e uma mais valia porque substitui as senhoras da copa em partes do trabalho."				"No dia-a-dia de trabalho, o Gonçalo demora mais tempo a fazer as coisas mas faz com alguma eficiência"

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Sector	Gender	Experience			
		CANDIDATE	PERSON	TEAM	COMPANY
IT	M	"Uma rapariga que cá esteve, a fazer trabalho de contabilidade, que andava de andarilho porque tinha um problema de coluna, no final já era autónoma e andava sozinha porque a autoestima melhorou, ter um emprego levou-a a completar os trabalhos de fisioterapia" "O meu rececionista é um rapaz, já ca está há 10 anos, nasceu sem pernas e braços e tem uns coutozinhos mas entre outras coisas joga futebol de salão. Criámos um posto de trabalho adaptado mas temos uma preocupação: eu tento por norma que os postos de trabalho sejam totalmente idênticos aos outros.. quando ele está a secretaria ninguém sabe que ele não tem pernas. So percebem depois." "A minha autoestima, saber que vivo do meu trabalho"		"há algum entusiasmo da parte dos meus trabalhadores para integrar mais" "Cria bom ambiente" "Estás com problemas? O Já viste o Jorge que não tem pernas nem braços e não se queixa?" "A relação com os colegas é extraordinariamente positiva"; "Houve sempre grandes movimentos de entreajuda e isso obrigou a empresa a criar um espírito de equipa mais forte porque tinha um objetivo" ; "As pessoas entusiasmam-se na relação uns com os outros a volta do Jorge" "Como toda a equipa se mobiliza para ajudar o Jorge, acabam muito mais unidos entre eles e entusiasmam-se na relação uns com os outros. A equipa fica muito mais forte. "	"Como qualquer empresário eu viso o lucro, por isso não contrato as pessoas com deficiência por caridade. Tento tirar o máximo do proveito profissional dele. Eu não contrato por pena porque assim arruinava a empresa . Eu contrato profissionais bons. "Estou extraordinariamente satisfeito e considero que tenho feito excelentes apostas empresariais em contratar pessoas com deficiência que pelas suas dificuldades estão adaptadas para as suas tarefas" "Quando a pessoa com deficiência tem um posto de trabalho adequado a si, é extraordinariamente rentável. " "Como profissionais são muito mais competentes, mais atentos, mais interessados e dedicados porque valorizam muito mais o seu posto de trabalho. No final são muito mais rentáveis que outros que aparentemente não tem nenhuma dificuldade mas que não usam tão bem as suas capacidades e são menos sérios no trabalho" ; "Contrato porque encontro nela os meios e as condições necessárias para executar uma tarefa que é necessária. (...) Desempenha o trabalho de tal maneira bem feito que não é um peso para os colegas mas precisamente uma grande ajuda" "Contratação de um recurso humano útil" "Cheguei a ter 4% dos meus empregados com deficiência" "Causa muito boa impressão para as pessoas que nos visitam e causa uma boa imagem de responsabilidade social" "Que dar oportunidade a essas pessoas de ser uteis e viver dignamente do seu salario nos enriqueceria" "não saem porque sabem que aqui são ajudados, eles reconhecem a oportunidade e por isso tendem a ficar". "As pessoas com deficiência são tão ou mais rentáveis(...) por norma mais rentável uma vez integradas"

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Sector	Gender	Barriers		
		BEFORE	DURING	AFTER
IT	M	"É preciso recrutar e aqui é que eu encontro a dificuldade: não há uma verdadeira informação das disponibilidades; Quando procura novos candidatos para recrutar, não há informação de disponibilidades, não sabemos onde estão os candidatos" As próprias entidades que tem que empregar as pessoas pensam sempre em termos de caridade(...) e aí matam logo o assunto com a primeira conversa: vão me trazer uma pessoa com problemas para mim. Tem que se mudar a abordagem: "Eu tenho um trabalhador que é um crânio que vai ser altamente rentável, motivado e a querer entrar no mercado(...) só tem um problema que é andar de cadeira de rodas" A abordagem com que os candidatos são apresentados "matam o negócio" porque é primariamente centrada nos problemas da pessoa e num pedido de caridade" "Se nós não tivermos o cuidado de ver se o candidato está adaptado ao posto de trabalho, vamos ter um caso de insucesso para a pessoa e para o empregador" "não temos mais porque quer o IEFP como o centro profissional de Gaia não me arranjam três técnicos que pedi (...). Porque não aparece ninguém" "Estas pessoas por questões de recato e vergonha não se apresentam às instituições para serem empregados. As instituições deveriam ser muito mais proactivas a incentivar os candidatos a entrar em formações e colocações" ; "há uma inércia, falta de métodos e processos que levem ao reconhecimento dessas pessoas e onde é que elas estão . Não há um verdadeiro levantamento" há muita inércia dos dois lados: os candidatos por medo ou vergonha fecham-se em casa e as instituições não os vão buscar a casa para formações e colocações. não há métodos nem processos implementados para esse efeito " "A Segurança social tem-nos registados como a receber subsídios e apoios socias mas depois só centros de emprego não cruzam esta informação"; " " O IEFP não cruza dados com a Segurança social para saber onde estão os candidatos e assumir uma postura mais proactiva no sourcing de candidatos "Tem que ser muito mais proactivo - Ir a casa das pessoas dizer lhe as oportunidades". "Os serviços tem que sair dos seus gabinetes e ir buscar as pessoas a casa, formar e integrar no mercado de trabalho" "há um problema de escala local. Se os centros de emprego da região norte se juntassem talvez tivessem número suficiente para abrir turmas(...) Tem que ser feito em escala regional"		"A diferença entre o que ganha num emprego e no fundo de desemprego + segurança social pode não compensar" "Pode acontecer ao candidato preferir não trabalhar por estar a ganhar os mesmo do que ganharia só com os apoios socias" "Os estágios deviam ter no mínimo um ano porque são processos com integração mais lenta e demorada" O período de integração é mais longo e por isso os estágios deviam ser de 1 ano pelo menos "Um trabalhador normal eu até despedia, mas com uma pessoa dessas, é mais difícil de despedir por causa das pressões sociais"; "Por isso tem que haver muito acompanhamento" "Algumas pessoas ainda tem alguns preconceitos" "Trabalhar na função pública é muito mais interessante por ser um trabalho para a vida.." Trabalhar na função publica pode ser mais atrativo por ter menos risco de perder o posto "trabalho para a vida" "Um indivíduo que não processa mais do que uma informação de cada vez(...)Tem muita dificuldade de nos entender quando falamos, faço normalmente muitos bonecos. Porque tem uma capacidade de raciocinar mais gráfica do que aquilo que usamos quando falamos. não percebe conceitos muito espaciais e temos que por em desenhos."

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Sector	Gender	Experience			
		CANDIDATE	PERSON	TEAM	COMPANY
Education	F	"Ele diz sempre que quer ser tratado de forma igual." "é psicólogo e uma pessoa com uma grande capacidade para cuidar das pessoas" "Ele no início via-se que sentia que não estava a ser útil, porque não tinha ferramentas nem recursos para trabalhar" "não gosta de ser tratado de maneira diferente. Eles não são coitadinhos, são válidos e ponto." "O Adelino sendo psicólogo, podia estar a fazer um trabalho na área e a ser espetacular. Mas não é valorizado...está a fazer trabalho administrativo "Ele diz que não é invisual, é cego porque não vê" "Ele consegue fazer tanta coisa só a ouvir...tem uma memória, uma capacidade de reter a informação" "está cá há dois anos. com o Adelino somos 9" "no inicio havia receio de pedir ajuda, agora já não" - porque lhe foi dada abertura para isso. "É uma pessoa bem disposta, que nunca se ouve queixar, é uma pessoa que viu e que deixou de ver com um acidente que deslocou a retina. É bem disposto, não o vejo carpir e como tem a formação de psicólogo tem a sensibilidade de perceber o que se passa para além do que se vê. Tem muita sensibilidade." "Concorreu à câmara para entrar para os quadros. Porque dessa forma pode ficar efetivo e pode pedir mobilidade para qualquer parte do país. Outra coisa que ele tem é que vai a todas! Ele vê e candidata-se a todas as oportunidades."	"Foi um desafio para mim como coordenadora. Obrigou-me a pesquisar na internet os programas e como é que os cegos trabalham com o teclado, com a SARA que é um aparelho para ler documentos...obrigou-me a ir para casa e estar durante alguns dias a perceber o que eu podia fazer com ele." "Eu costumo dizer que ele vê mais do que muita gente que está aqui. Desenvolve capacidades impressionantes, o ouvir...é diferente. Eu as vezes esqueço-me que ele é invisual." "Foi o maior desafio que eu cá tive enquanto pessoa e coordenadora. Ele está muito à quem! O trabalho não é adequado para ele." "Tem uma grande abertura comigo, liga-me para saber a minha opinião em questões profissionais...É bom porque criámos uma boa relação, uma amizade." "Ele sabe muito bem ler os outros, percebe muito bem quando estou em picos de stress e vai-me dando feedback: Noémia tens de aprender a filtrar, mal me começa a doer as costas acaba por me fazer compreender certos comportamentos. Acaba por ser um moderador pela inteligência emocional que tem. O que muita gente não tem aqui." "quando vou refilar, ajuda-me a pensar no Adelino e calo-me logo." "É o meu coordenador emocional"	"foi e é um desafio e aprendizagem muito grande para mim e as minhas colegas, porque toda a gente teve de interagir e aprender a lidar com a situação. É uma novidade." "Nota-se um impacto concreto a partir do momento que tens um invisual que vem todos os dias das Caldas da Rainha para Oeiras, e que é o primeiro a chegar à secretaria. Isto é uma lição de vida mim e para muita gente." "As pessoas reclamam com tudo, são pouco gratas pelo que têm quando têm muito. Ver este exemplo é bom para mudar esse comportamento. mesmo quando vai ao médico de manhã, a Lisboa, faz sempre questão de vir à tarde - eu digo que não precisa de vir, como digo a outras colegas, mas ele vem sempre." "Tínhamos uma relação tão gira com o cão. Ele sabia que as 4h tinha de se ir embora e vinha-se despedir de toda a gente. Eram os olhos do Adelino." "Era um projeto que podia ser ainda melhor para todos se tivéssemos sido preparadas para dar mais acompanhamento. Não acho que ele precise de ter alguém a ajudar continuamente...por exemplo há miúdos com ensino especial e uma professora para o ensino especial. Eu precisava que alguém chegasse ao pé de mim e me dissesse quais os programas para este tipo de deficiência, os recursos e materiais para ele trabalhar... a aprendizagem tivemos de ser nós a fazer. eu não sabia nada!" "Agora é muito bom, estamos sempre a rir-nos e ajuda a presença dele aqui para criar bom ambiente. Estamos sempre a dizer piadas e a brincar com ele. Mal ele chega começa logo conversa e preocupação da equipa. É bom tê-lo cá." "Conseguem transmitir aos outros, principalmente em situações de conflito, uma postura de moderadores"	

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Sector	Gender	Barriers		
		BEFORE	DURING	AFTER
Education	F	"A Câmara colocou cá o Adelino sem preparação a nível de equipamento adequado, formação...nada. E eu ainda fiquei mais assustada, precisava que me explicassem, ter formação que me ajudasse a saber lidar com esta situação que é nova para mim." "não se percebe como é que ninguém foi capaz de nos dar mais diretrizes. Isso fez com que o processo de integração fosse mais lento e custoso. Ao princípio foi muito complicado e tem um impacto grande em mim e consequentemente na equipa. Tivemos de perceber ao longo do tempo quais é que eram as principais capacidades e limitações. Isto demora tempo, claro" "nós não temos preparação para o receber nem a nível técnico nem comportamental e é preciso saber como se recebe pessoas com limitações destas, muito concretas." "houve uma certa resistência e receio. De repente tínhamos de trabalhar com um cão enorme ao lado"	"Quando soube que iam colocar cá o Adelino fiquei super assustada, nunca tinha trabalhado com pessoas invisuais e não sabia o trabalho que lhe iria atribuir e como integrar uma pessoa cega num trabalho administrativo de uma secretaria de escola." "há equipamentos que custam 7mil euros...e não tem de ser ele a investir, nem a escola." "A camara tem de tratar de tornar o espaço acessível, senão é uma luta diária para ele e para mim, que quero dar-lhe trabalho. Ele não se sente confortável por saber que tem muito mais para dar do que neste momento dá. Tudo porque não tem condições para isso, não é uma questão de competência."	"não é fácil, porque eu sinto-me impotente e o Adelino também. Ele porque queria fazer coisas mas não tinha meios para os fazer, eu que queria dar-lhe trabalho mas sem capacidade ou recursos para isso. Os programas não estão preparados para invisuais. Entrei em contacto com o Inovar, e nada está preparado." "há sempre um obstáculo, implica muitas vezes apoio de outras colegas" "Ele consegue fazer mais, a única limitação são os meios informáticos e a falta de equipamento acessível" "De facto veio substituir alguém e trabalha menos que as outras pessoas, por isso não é uma situação fácil para as pessoas que trabalham aqui." "O acrescento de valor do Adelino ainda é maior pelo ambiente e testemunho que dá. Não trocava neste momento por uma pessoa que não tivesse deficiência, ou que trabalhasse mais."

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Sector	Gender	Experience				Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Social Sector	F	"A X é uma pessoa com muito propósito. É uma pessoa que, devido à sua deficiência, sempre quis mostrar que é igual aos outros, e por isso é uma pessoa imensamente perfeccionista " "Da minha experiência de ter trabalhado noutros lados também com pessoas com deficiência, o facto de eles terem de provar aos outros que são tão bons a fazer o trabalho como nós, faz com que sejam muito mais perfeccionistas e que se dediquem muito mais do que nós ao trabalho, e isso de certo modo sinto que nos contagia "	"A experiência de trabalhar com elas é igual à experiência de trabalhar com outra pessoa qualquer, não sinto diferença nenhuma. " "É verdade que em algumas coisas elas podem ir mais devagarinho, mas a verdade é que são pessoas super eficientes e motivadas " "O facto de a Vanessa ser tão perfeccionista e querer fazer tudo tão bem, acho que me torna uma pessoa melhor no trabalho "	No seguimento da conversa do colega que não estava preparado - "Ele era um rapaz muito inseguro que não estava preparado para lidar com certos tipos de clientes, como pessoas muito zangadas porque não receberam o rendimento social de inserção, ou pessoas esquizofrénicas que não tomam a medicação. (...) O que ele fazia muito muito bem era lidar com idosos e pessoas com deficiência, portanto tornou-se o especialista da equipa nisso e nós tratávamos de outras coisas " "É ver o esforço, ver que elas se entregam muito mais. Acho importante às vezes nos relacionarmos com este tipo de pessoas, porque para elas as coisas não são tão fáceis (...). Acho que ajuda a ser melhor pessoa. E é a atitude. Apesar de todas as dificuldades que têm, estão aí sempre com um sorriso, e eu ando a queixar-me de uma coisa sem importância "		"Aqui o processo para contratar a X e a Rafaela foi muito fácil porque estamos numa associação de paralisia cerebral que já está habituada a lidar com pessoas com deficiência (...), mas a sociedade e a maioria das outras pessoas não estão sensibilizadas para quando estas pessoas estão no mercado de trabalho, e quando estas pessoas tentam arranjar emprego, isso pode chocar um pouco " "É muito mais fácil inserir no mercado uma pessoa com deficiência intelectual, é muito mais fácil ensiná-la ou sensibilizar os colegas para que a ajudem, do que uma pessoa com deficiência motora. Um dos requisitos para as formações ocupacionais é que a pessoa seja autónoma nas deslocações. Se calhar numa cidade como Lisboa ou Porto não há esse problema, mas aqui os transportes públicos são péssimos. Temos situações de pessoas que estão em cadeira de rodas e que conseguiriam perfeitamente chegar, se o autocarro estivesse adaptado, mas a rede é péssima, e mesmo que estivesse adaptada, é muito pobre "		"É verdade que em algumas coisas elas podem ir mais devagarinho " "O André não consegue falar. Ele fala mas temos de estar com muita atenção para perceber o que ele diz, o que a mim me faz muita confusão porque eu sinto que ele vai ficar magoado por eu não perceber " "Quando comecei a trabalhar com pessoas com deficiência estava na câmara municipal de Barcelona e tínhamos um rapaz com deficiência motora na equipa. O que notei é que tivemos mais dificuldades, porque ele não estava preparado. Ninguém o disse na equipa, mas todas achávamos que ele não estava preparado porque sabíamos que ele estava ali porque era uma das z vagas que tinham de ser preenchidas para a quota " "Não é que essa pessoa não devesse estar na nossa equipa, ninguém queria que ele fosse embora, mas sobrecarregava-nos mais de trabalho [no inicio da tenure]"

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Sector	Gender	Experience				Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Banking	M	"A deficiência que ele têm causa muitas dificuldades a nível físico, o que o leva a faltar muitas vezes"; "Têm evoluído muito em termos de conhecimentos, é um excelente colaborador, muito dedicado"	" A nível profissional, eu considerei que ele era um funcionário que devia ser tratado como qualquer outro, era lhe dado os mesmo objetivos a cumprir como os outros" - O José preferiu tratar o Vítor como se fosse um trabalhador normal de forma a evitar que este se sentisse inferiorizado; "A nível familiar é muito importante para ele ter uma carreira" - O José considera que é extremamente importante o apoio que as empresas dão às pessoas com deficiência e que as empresas devem apostar muito na contratação destas, devido ao valor que as pessoas com deficiência têm	"A equipa aceitou muito bem a presença do Vítor, consideram-no uma pessoa bem-disposta e erámos quase uma família dentro do balcão" A equipa compreendia as limitações do Vítor (falta muitas vezes por causa da deficiência).		"O Vítor entrou para o banco através do programa social X"		"Dei-lhe alguma tolerância para ele se adaptar ao local de trabalho, mas depois comecei a exigir o mesmo que era exigido aos outros trabalhadores. Para ele próprio não se sentir inferiorizado" "O Vítor está perfeitamente integrado no mercado de trabalho e no banco"
Banking	M	"Está adaptado, não é uma pessoa de se armar em vítima" "O Vítor é uma pessoa autónoma, motivada, não se arma em vítima e têm muito gosto em vir trabalhar. Às vezes passa por situações de crise que o obrigam a ausentar-se mas quando volta ao local de trabalho está sempre bem"	"Tratamento de igual para igual" - O Óscar decidiu tratar o Vítor da mesma forma que trata outros trabalhadores, pois acredita que isso é mais motivador para o Vítor. "Não motiva nem desmotiva" O que motiva o Óscar a trabalhar com o Vítor não é a sua deficiência mas sim a forma de ser e de estar do Vítor, este está sempre bem disposto e animado.					"Tratamento de igual para igual" "A organização das férias é diferente, temos que assegurar que o trabalho fica feito sem o Vítor"

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Sector	Gender	Experience				Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Catering	M	"Não gostam de ser associados à Cercica, por ser um centro de apoio, porque é associado a pessoas com problemas"		"Ensinam-nos muito, porque estamos habituados a trabalhar com pessoas que sabem trabalhar, mas não querem nem têm motivação e estas pessoas querem trabalhar e não conseguem. Portanto, há uma disponibilidade totalmente diferente quando comparado com uma pessoa que não tenha deficiência. há muita vontade para trabalhar." "É uma experiência que nos traz à Terra, são pessoas com uma historia de vida bastantes difíceis alguns deles. Faz-nos abrir os olhos" "Não contratamos pelos benefícios físicos, apesar de ser bom. É mais pelo acrescento de valor que trazem à equipa. É o espirito motivante e a vontade de trabalhar, com toda esta energia. Acorda-nos um bocadinho. Como são pessoas muito dadas e avidas pelo convívio, acaba por criar um bom espirito de equipa e acabam por se puxar uns aos outros. Criam-se ligações diferentes e um espirito de grupo muito forte." "São bons trabalhadores e bons colegas"	"Temos um acordo com a X, eles têm um trabalho muito interessante no que toca à inserção de pessoas com deficiência no mercado de trabalho. Estamos numa área em que precisamos de colaboradores que queiram trabalhar, não é fácil encontrar". "A X é um ótimo parceiro, dá-nos imenso apoio e temos reuniões periódicas com eles. As pessoas que cá estão a trabalhar também têm reuniões com eles, há um bom acompanhamento." "Eu tinha uma pessoa muito amiga a trabalhar na X que me convidou a visitar o espaço e indo lá uma pessoa leva uma chapada da realidade e fica apaixonado pelo trabalho que eles desenvolvem. Tem montes de atividades e cursos para integração no mercado de trabalho. A alegria deles a trabalhar é completamente diferente. Nós estamos habituados a entrar numa loja e ver as pessoas desmotivadas e sem vontade de trabalhar e as pessoas querem tudo menos estar ali. Estas pessoas com deficiência não, adoram estar aqui. É uma alegria contagiante e era aquilo que nos queríamos como o atendimento ótimo - só não têm muitas vezes competências mais praticas por isso esse opimo é mais difícil de concretizar."	"Sem esta associação não conseguíamos. A X põe técnicos que ajudam, temos formações e sem isso não seria viável. Tem de haver sempre um parceiro que nos dê uma ajuda para aprender, porque são pessoas com necessidades especiais. Aqui temos de ter uma noção maior do acompanhamento e boas práticas." "Aquilo que temos da X é o ideal a nível de processo. há uma primeira abordagem da nossa parte para partilharmos as nossas necessidade, aquilo que procuramos. Eles fazem uma triagem interna para perceber os recursos que têm disponíveis nas várias áreas - eles têm uma formação muito forte em diversas áreas - depois há uma entrevista connosco e com os candidatos, juntamente com a X para explicar justamente o que há para fazer e avaliarmos o perfil da pessoa, mas grande parte do trabalho já está previamente feito, porque conhecem bem as pessoas e assim já vem a coisa mais estruturada. Depois do candidato ser selecionado, há um acompanhamento através da X para os colaboradores e os novos colaboradores - esporádicas de duas em duas semanas ou mês a mês. É essencial este acompanhamento porque conseguem perceber o que se passa mais facilmente do que nós e resolvem melhor o assunto." "A job description não é nada muito complexo nem detalhado porque as funções que aqui temos são muito simples." -	"Não é fácil este enquadramento de candidato. A pessoa tem de ser uma peça que encaixa mesmo na necessidade da empresa." "Não há espaço nem tempo para termos aqui pessoas que não trabalham, ou só para ocuparem os tempos livres."	"Não é algo que estejamos preparados para estar tão atentos e dar tanto acompanhamento, não é fácil

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Sector	Gender	Experience				Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Health & Care	F	"Ela era uma pessoa muito eficiente, fazia bem as coisas, mas era uma pessoa muito nervosa, tinha alguma dificuldade de comunicação com a pessoa, era muito impaciente", "A nível profissional era muito boa, o nível de deficiência dela não a condicionava em nada, na verdade, devido à deficiência acabava por não ter grande vida social o que o lhe dava mais tempo para se focar mais na vida profissional" "Ela não estava a gostar muito do que estava a fazer", "O trabalho que ela estava a fazer era um bocadinho ao lado da formação dela, mas era necessário alguém com as qualificações que ela tinha para agarrar naquilo, organizar e depois dar esse trabalho a alguém com qualificações inferiores à dela"	"Trabalhar com a X não foi uma experiência muito boa. Eu queria ajudá-la, mas por outro lado, os ataques de nervos que ela tinha deixavam-me de pé atrás com ela. Ela era uma pessoa bastante inteligente, mas era uma pessoa egoísta, dizia que eu não fazia bem alguma tarefa, mas se eu pedisse a ela para me ensinar ela dizia logo que não tinha tempo" "Não é nem mais motivador, nem menos motivador, eu acho que é igual trabalhar com uma pessoa com deficiência"	"Tinha algumas dificuldades de interação com alguns membros de outras equipas"; "Teve uma discussão com um dos diretores, tinham pontos de vista diferentes e também foi isso que a fez explodir, isso e achar que o chefe dela não a apoiava"	"Esta empresa não deixa de escolher uma pessoa pela limitação que ela tem, é claro que se fosse um cego era mais complicado "	"Foi ela que fez a candidatura, e de 15 candidatos ela e mais outro candidato passaram para a short list. Ela foi escolhida pelo know-how que tinha e pelo comportamento profissional que demonstrou durante o recrutamento" "A deficiência motora da X nunca foi vista como uma barreira à contração, esta foi avaliada como qualquer outro candidato."		"Eles foram super bem integrados, mas como é normal uma pessoa tem mais paciência para lidar com uma pessoa destas do que com uma pessoa normal, mas isso ela não gostava, sentia que havia uma descriminação positiva e ela não gostava", "Toda a gente sempre teve muita paciência com ela e apesar de alguns deslizes (atitudes menos boas da X), as pessoas sempre tentaram ignorar e continuaram a ser super simpáticas com ela "Uma vez abri-lhe a porta para ela passar e ela chateou-se comigo, mas eu abri a porta a ela, como teria aberto a outra pessoa qualquer "

Sector	Gender	Experience				Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Social Sector	M		"A primeira vez que conheci o Luís não sabia bem como lidar. Mas percebi rapidamente que ele era uma pessoa totalmente independente apesar de ser paraplégico". "Trabalhar com o luís, fora dos escritórios tornou-me muito mais consciente das barreiras que existem no dia a dia. A falta de acessibilidades e consciência das pessoas na rua por exemplo, ou até nas casas de banho. Não é obvio para nós, mas é uma dificuldade grande para as pessoas com deficiência motora. Por exemplo se tivéssemos de ir para um passeio de 10 cm de altura o Luís tinha de ir dar uma volta enorme para poder entrar no passeio, quando não tinha carros a tapar a rampa..." "Ajudou-me a ficar mais sensibilizado face a inclusão destas pessoas na sociedade." - sensibilização e consciencialização da inclusão destas pessoas	"Tem exatamente as mesmas capacidades que uma pessoa sem deficiência motora, simplesmente os espaços não estão adaptados a pessoas com dificuldade motora" "É capaz de fazer as mesmas coisas que eu. Era tão apto como eu para fazer este trabalho."	"As campanhas que fazíamos de sensibilização nas empresas tinham muito mais efeito quando ia uma pessoa com deficiência." ´	"Qualquer tipo de deficiência implica uma agilidade maior on job" " Não é só uma questão de ter hard skills e um CV completo, mas saber e aprender funcionar/gerir com eventuais faltas de soft skills existentes"		"As barreiras muitas vezes eram criadas por mim, por crenças limitadoras que geravam receios no confronto com o Luís. No inicio não sabia como lidar, era tudo um bocado taboo porque não sabia as capacidades e competências dele, ou até a sensibilidade dele face a deficiência que tinha." "Estes taboos podem ser eliminados trabalhando e vivendo com pessoas com deficiências desde cedo. Desta forma vamos estando mais preparados e habituados a saber lidar. Isto é mais inclusivo e elimina muitas barreiras no mercado de trabalho." "Com o X, que tinha já uma limitação ao nível intelectual, a maior dificuldade era gerir as expectativas. O que era esperado dele numa determinada tarefa raramente era cumprido. Quando isto acontece o feedback tem de ser muito afinado face aquilo que a pessoa pode ou não mudar - daquilo que está dentro das suas capacidades. Acho que teria funcionado um briefing ou formação das competências e limites do X para gerir melhor as expectativas."

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Sector	Gender	Experience			
		CANDIDATE	PERSON	TEAM	COMPANY
Catering	F	"Ele não consegue ir para casa e não pensar nas coisas que lhe aconteceram durante o dia.. por exemplo pensar que alguém da equipa se chateou com ele. Quando é assim, ele começa a tentar chegar até nos ate lhe darmos abertura outra vez" "Ele evolui muito porque no inicio não falava com ninguém.. agora já é ele que se vai apresentar aos novos membros da equipa. Diz quem é e o que é que faz" "Faz com que ele se sinta motivado em ter mais funções ou não ter" "Ele gosta de mostrar que sabe fazer bem as coisas" "Ele, por exemplo, não gosta que alguém tenha que fazer as tarefas dele" "Ele entrou nisto para ser adulto e ele quer se adulto" "Em casa falta-lhe disciplina mas aqui ele precisa e gosta de a ter"	"Se ele se fosse embora, fazia-me tanta falta! não seria a mesma coisa. Ele faz parte da equipa até porque muitas vezes quando ele esta de ferias nos sentimos falta dele" "Se dependesse de mim eu contratava mais um candidato. Eu acho que sim porque eu também não estou a ver o João pedro como um problema, uma dificuldade ou um obstáculo no nosso dia-a-dia" Apesar de todos os aparentes "problemas" com o candidato na entrevista, a manager diz que não o vê como um peso ou problema e que estaria aberta a receber mais. "É muito divertido trabalhar com ele e arranjar formas de chegar até ele" "Eu não tinha noção nem contacto com ninguém com deficiência até ao João Pedro" "Passo horas a falar com a psicóloga dele e estou muito interessada.. E eu não era nada assim.. sou de ciências e matemáticas mas comecei a ganhar interesse desde que comecei a trabalhar com o JP"; "Acaba por ser também um desafio que gosto muito" "Como pessoa ganhei muito mesmo e continuo a ganhar"; "Quando uma pessoa se sente acaba por fazer as outras mais felizes"; "Ainda há pouco tempo fizemos just a change.. eu gosto muito destas causas todas e eu gosto sempre de as fazer."	"Ele cria equipa sem duvida! A maneira como nos o tratamos e saber que trabalhamos em equipa e nos ajudamos uns aos outros, isso consegues passar isso aos outros e continuar o nosso trabalho! A equipa anão se cria de um dia para o outro mas ele sabe como criar. Por exemplo, não nos deixa levantar coisas pesadas porque quer que seja ele a fazer isso" "Ele é uma pessoa muito carinhosa e sem filtros. Por exemplo tem que cumprimentar toda a gente da equipa" "Ele não é especial nem diferente quando veste o avental" "Lembra-se de todas as pessoas que por aqui passaram e o marcaram.. pessoas que já nem eu me lembrava que tinham estado cá"	"Das 4 horas em que ele está na loja eu perco 20% desse tempo com ele e tenho me obrigado a dar-lhe atenção ao que ele faz porque ele gosta. Ele não me pesa! Sei que tenho que estar com mais atenção mas não é assim tanto tempo" Manager perde 48 min por dia com o candidato (20% das 4 horas em que ele está em loja)

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Sector	Gender	Barriers		
		BEFORE	DURING	AFTER
Catering	F			"Eles nunca são lineares. É um desafio todos os dias" "Ele faz durante uma semana, dois meses.. Mas não quer dizer que depois vá fazer bem outra vez"_ O candidato é muito imprevisível. Ele fazer uma tarefa muito bem durante meses não garante que o volte a fazer amanhã. E Crucial estar atento todos os dias e estar disposto a mudar as suas tarefas todos os dias Eles trabalham muito com a rotina, por isso se eu acrescento uma nova tarefa no fim.. Ele vai fazer muito mal as outras para poder ir fazer a nova" "Quando há uma quebra ou alguma coisa diferente na rotina, ele fica instável e diferente" É muito teimoso e por isso chocamos muito porque ele evita colocar-me certas questões ou fazer coisas pela minha presença porque sabe que eu me vou chatear com ele e chamar a atenção quando ele faz mal as coisas" "O João pedro nunca chega a horas, chega cada vez mais tarde. Ainda hoje lhe perguntei.. Ele não tem noção do tempo.. não sabe o que é uma hora ou 45 min. Ele só sabe que chegar às 9 é melhor que chegar às 10. A hora de entrada é as 8.30 e ele chega as 10..10 e 20" "Ele sai de casa a horas mas perde-se no metro com brincadeiras, a seguir as pessoas. E eu ficava super preocupada quando ele não chegava a horas porque faz o caminho sozinho ate aqui" "Essa parte é muito complicada, mas não sai da loja sem fazer as suas tarefas, falamos com a psicóloga sobre isso" "Ele é muito inteligente: Pode perder imenso tempo a arrumar a loiça toda para eu dizer que está bem mas quando vou a ver ele não a lavou" "O contexto familiar não nos ajuda. E eu noto quando ele está diferente e quando acontece alguma coia em casa. Tem que haver um triangulo entre o sitio onde trabalha, casa e a ajuda profissional (psicóloga). Estou aqui há três anos e ainda não conheci a mãe dele. Muitas vezes tenho que falar com a psicóloga para perceber melhor o contexto dele" "Tenho pena porque se em casa ele também fosse puxado.. não imagino a evolução que teria" O contexto familiar é um bottleneck no desenvolvimento do candidato. Deveria haver uma maior sintonia entre família, empresa e técnico responsável. Família não lhe dá disciplina e não conheceu ainda a manager (desde há três anos) "Sei que quando eu estou na loja ele não faz, mas quando eu não estou não sei..." "Ele trabalha sempre ao mesmo ritmo. E as vezes nós temos a loja cheio e falta lavar pratos. É muito giro porque agora estamos a trabalhar com ele as prioridades das tarefas "É incapaz de ler a loja e priorizar as suas tarefas por isso a psicóloga e a manager estão a querer trabalhar nisso "Para mim era complicado usar as palavras certas! Tenho que dizer "menos bom" em vez de "mal". Houve um dia em que eu não tive atenção ao que disse e ele ficou mesmo muito triste comigo. Mexeu muito com ele. Naquele dia não pensei no que estava a dizer. Mas nesse dia ganhei noção do peso que tinha na vida dele"

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Sector	Gender	Experience				Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Catering	M	"Para ele ao princípio foi tudo muito novo, uma equipa maior, muito contacto com os clientes e ele ao início estava um pouco receoso"	"Tive a noção que ia mudar a vida de uma pessoa", "A nível pessoal sempre tive a preocupação de fazer algo em prol de alguém" "O X não é nenhum coitadinho, ele tem requisitos a cumprir, ele faltou no outro dia, mas depois teve de compensar essa ausência como qualquer outro trabalhador (...) ele não é para ser levado ao colo e ninguém vêm para aqui fazer o trabalho dele"	"Trabalhar com um X, foi um bocado de um choque, porque ele não têm filtros (...) ele diz tudo o que têm para dizer, quer a gente goste ou não, ele já disse. Mas isso acaba por ter um efeito interessante nos clientes, sentem-se mais comprometidos com este sitio, vêm mais vezes porque criam relações com ele" "Outra coisa boa que ele fez e que toda a gente notou foi a nível do contacto físico, nós passamos grande parte do nosso dia aqui e com a entrada do Xi senti que toda a gente ficou mais sociável. Se eu chamar à atenção do X de alguma coisa a maneira que ele têm de pedir desculpa é dar um abraço e ele faz isso com toda a gente e espera que toda a gente faça com ele"	"A empresa trabalha muito com este tipo de pessoas (deficientes), a empresa sempre transmitiu valores de ajudar o próximo, ajudar a comunidade, promove ações de voluntariado"	"A seleção do X foi feita pela psicóloga, ela acompanha várias pessoas e é ela que sugere a integração desta ou daquela pessoa, ela conhece os candidatos e conhece a nossa forma de trabalho e quando há algum que se encaixe ela propõe aos RH essa hipótese"	"Esta loja foi escolhida porque o tipo de cliente que temos aqui estão mais predispostos a não achar tão estranho, são clientes com um nível social maior, uma mistura muito grande de estrangeiros e também temos estudantes"	"A equipa teve de ser preparada antes, porque nós não sabíamos como era o X. Eu tive que ter uma reunião com a mãe do X, com a psicóloga que o acompanha diariamente", "Houve por parte da equipa algum suspense de como trabalhar com o Henri, como é que ele sabia as coisas, se era preciso andar sempre em cima dele, mas de resto, não houve mais nenhuma questão quanto à vinda dele" "Nas primeiras semanas eu tive muitas vezes a trabalhar em loja, mas sem estar a trabalhar, vinha só fazer o acompanhamento, nós temos um modelo de formação que é transversal a toda a gente, mas no caso do X esse modelo não se adequava" Acompanhamento mais extenso "Ele está completamente integrado, tudo o que é pedido a ele, ele executa (...) ele faz tudo o que pertença à rotina dele e cada vez que temos que alterar a rotina é necessário insistir um pouco mais até ele se habituar" "A única exceção que há é na maneira de abordar e transmitir porque ele interioriza muito tudo o que ele é dito, e se eu disser hoje que algo não correu assim tão bem, ele, durante uma semana, vêm me dizer que agora já fez bem" Foi necessário aprender a melhor maneira para transmitir a informação

Note: some of the transcription were deleted due to confidentiality issues

Sector	Gender	Experience				Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Retail	M		"Pessoalmente mudei a forma de tratar com ele (sobrinho que tem cadeira de rodas) para o tratar como a outra pessoa qualquer e não lhe dar tolerâncias com por isso. Para ele foi bom até para se desenvolver mais"	We adapt the function to each one limitations			We adapt team's schedules to ensure that the candidate has the support he needs We adapt the functions to to each one limitations	"Podem não executar as suas tarefas ao ritmo desejado e por isso tem que haver uma gestão dos horários de equipa mais cuidada para ter a certeza de que as tarefas ficam executadas" "Ajustamos o trabalho para compensar essa falha" "O que fazemos é reduzir as tarefas para aquelas que o candidato consegue fazer bem" "Corre bem porque há um acompanhamento da instituição ao longo de todo o tempo"
Banking	M		"Sinto que não estou só a fazer o meu trabalho, mas estou a ajudar alguém"	"Antes de decidirmos contratar fizemos um survey à equipa que iria, eventualmente, receber este candidato e ninguém se opôs à ideia, houve até quem se tenha voluntariado para acompanhar esta pessoa"			"Estávamos a tentar arranjar uma forma para que uma das PwD que entrou conseguisse realizar determinada tarefa e depois ele sozinho ensinou-nos como se poderia fazer, algo que nem eu e o meu colega sabíamos e temos mais de 30 anos de experiência"	"Os postos de trabalho em que estas pessoas estão não existiam antes e foram desenhados para que pudessem ser ocupados por pessoas com deficiência. Contudo eles não foram criados com o intuito de fazer caridade ou uma medida de CSR. O trabalho que estas pessoas estão a desenvolver é algo necessário para o banco, o nosso objetivo é sempre criar valor económico "

Note: some of the transcription were deleted due to confidentiality issues

Sector	Gender	Experience				Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Retail	M	"O Gonçalo. ele próprio pede-me mais projetos, e eu dou-lhe. Ter responsabilidade e saber que confiamos nele dá-lhe grande alento, trabalhar dá mais sentido à vida destas pessoas" Quote do Gonçalo "Podia estar em casa, mas para quê? Se fosse para casa ia provavelmente ficar deprimido, entrar numa espiral negativa e morrer. Aqui tenho alguma coisa para fazer. Vou trabalhar até não poder mais" "A rapariga que esteve aqui a estagiar connosco 6 meses saiu daqui muito mais confiante. Tinha autismo e não era muito boa a lidar com as pessoas, mas no final já olhava toda a gente nos olhos "	"Dar projetos ao Gonçalo deixa-nos aqui dormir sossegados "Sabe que o Gonçalo fará tudo o que está ao seu alcance para que o projeto esteja perfeito	"Ele podia estar em casa, mas continua a trabalhar, e isso é um exemplo para todos aqui "	"Os stakeholders da empresa que o contactam por email ficam espantados quando o conhecem em pessoa. Nunca imaginariam que a pessoa que enviava os emails fosse alguém que só consegue mexer a cabeça, é um exemplo para a empresa" "O Gonçalo tem muito valor para a empresa, é um exemplo para todos e ficamos todos orgulhosos de o ter aqui " "As pessoas com deficiência ultrapassam a escala no critério de lealdade ao valores da empresa " "O Gonçalo é também muito agradecido à empresa "			"Tivemos uma rapariga com autismo aqui com quem era muito difícil de lidar. Para todo o staff era desgastante emocionalmente e chegou a um ponto que tivemos de a mandar embora. Via-se que era uma pessoa que vivia frustrada com a vida " "Ela quando chegou cá era socialmente difícil, começa mesmo a tremer "

Note: some of the transcription were deleted due to confidentiality issues

Sector	Gender	Experience				Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Social Sector	F	"Para eles trabalharem aqui sempre lhes dá um propósito um pouco maior. É diferente de estarem em casa sozinhos, isolados, sem fazerem nada "	"Ela é uma inspiração (Vanessa). Vem trabalhar todos os dias e nunca se queixa. Já passou por muito mais do que algum dia vamos passar e continua com uma atitude positiva para com a vida "Inspiração para a pessoa que trabalhar com ela		"Aqui na X estamos todos movidos pelo tema da deficiência e da Paralisia Cerebral, portanto trabalhar com estas pessoas faz-nos sentir orgulho o trabalho que fazemos, ainda por cima quando vemos que são miúdos que cresceram aqui connosco e que hoje em dia estão aptos para trabalhar, isso deixa-nos muito orgulhosos "		"Aqui nunca contratámos ninguém por via formal. Quem nós temos aqui são conhecidos da associação ou filhos de amigos da associação que acabam por vir para aqui trabalhar para não estarem sozinhos em casa " "As pessoas que cá temos acabam por ter sorte de conhecerem aqui alguém, ou terem crescido connosco e por isso têm trabalho "	"A X gosta de trabalhar mas precisa de muito mais motivação da nossa parte para o fazer. Estamos a falar de uma doença degenerativa que lhe foi diagnosticada durante a vida, quando ela tinha 20 e tal anos e era perfeitamente saudável. " "É obvio que eles fazem o trabalho mais lentamente, e têm necessidades especiais durante as horas de trabalho, mas felizmente já convivemos com isto há muitos anos e não nos faz confusão nenhuma "
Education	F	"Enquanto estava a trabalhar estava sempre bem disposto, bem humorado. Nunca o vi revoltado com a cegueira, ele até brincava com a sua situação " "Dominava bem os conteúdos, era competente e explicava bem " "Os alunos contavam-me que durante as aulas ele conseguia identificar quem estava a falar e a destabilizar a aula"; "Reconhecia as pessoas pela voz "	"Ver que ele têm um problema e mesmo assim não deixa de trabalhar ajuda-me a superar mais facilmente os meus problemas " "Se ele ida com os problemas que tinha com alunos então, eu tendo mais capacidade, tinha obrigação de o fazer sem me deixar ir a baixo "					"Para corrigir os testes ele tinha uma assistente que lia os testes e ajudava a dar as notas"

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Sector	Gender	Experience				Barriers		
		CANDIDATE	PERSON	TEAM	COMPANY	BEFORE	DURING	AFTER
Retail	M	"Temos uma lista de espera de candidatos a quererem entrar no nosso programa.. Muitos deles a virem de filhos de colaboradores nossos" "Acordavam os pais as cinco da manha para os trazerem para a loja" "são famílias com dificuldades e o trabalho acaba por dar uma boa ajuda financeira"	"Ficava muitas vezes emocionada enquanto os via a trabalhar. Eu, as pessoas do IEFP e os diretores de loja"		"Nós queremos ajudar as nossas pessoas a abrirem os olhos para outras realidades e as pessoas tem aprendido e crescido muito" "Ele fazia 240 quilómetros por dia para poder vir trabalhar" "Gostam tanto de ca estar ca que nem pensam em tirar férias"	"Estiveram durante 10 meses em formação com apoio de técnicos profissionais em loja"	" Ao início as tarefas são ligeiramente adaptadas.. depois, progressivamente, vai sendo confiada mais autonomia e complexidade à medida que os candidatos vão conseguindo cumprir com os objetivos" "Começou como part-time e não estava a aguentar a carga horaria"	
Health and Care	M			"Todos os dias havia sempre alguém que o ia ajudar a sair ou a chegar ao escritório. Diziam: Então X quem é que te vai conduzir hoje? Aumenta imenso o espírito de equipa"	"A X é de um sorriso de um lado ao outro. Eles vestem a camisola, nem põem hipótese de querer sair. Adoram isto"	Houve pouco entendimento e comunicação entre uma associação e a nossa empresa. Os candidatos que enviavam estavam muito pouco briefados para a realidade em que vinham.	"O X tem um personalidade diferente, não está tão comprometido connosco, como está a X, Penso que pode ter a ver com companhia - temos pessoas muito antigas ca na casa que são mais sindicalistas, criticam tudo" "O X por ser muito influenciável, começou-se a dar com estas pessoas mais sindicalistas, que criticam tudo." "O X tem alguma resistência sempre que é chamado à atenção, mas ao longo dos dias ia se abrindo mais connosco. "	

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Sector	Gender	Experience			
		CANDIDATE	PERSON	TEAM	COMPANY
Catering	M	"Desde que chegou, tem criado muitas rotinas e ganho autonomia" "Aos poucos e poucos vai aprendendo novas tarefas e é um trabalho que, mesmo sendo simples, o desenvolve e lhe dá atividade"	"Eu fico sempre muito contente de o ver trabalhar e pensar que o meu café o pode ajudar de alguma maneira" "E um grande desafio que me motiva! E ganhei um grande carinho por ele e por o ter ca! O café tem estado diferente"	"A equipa integrou-o com muita facilidade. Penso que não e difícil para eles porque não o veem como um peso a carregar. Ele precisa de mais ajuda mas é responsável pelas tarefas que lhe demos" "não e preciso ninguém refazer as coisas dele" "A equipa gosta muito dele e, isso também passa para os clientes. E como se fosse um irmão mais novo"	"não e o trabalhador mais efetivo que poderia ser mas também não é por isso que o temos ca. Faz-nos ser melhores pessoas e cria um grande movimento a volta dele. Tanto nos como os clientes queremos que ele esteja ca e faça parte da nossa casa. Desde que ele chegou que assumiu um papel de grande protagonismo no café" "Muito dos nossos clientes são habituais e mais velhos e também se sentem bem por vir ca e indiretamente ajudá-lo" "Enquanto levanta as mesas, interage a sua maneiras com os clientes e eles tratam-no de maneira especial" "Chega sempre a horas. é ele que monta a esplanada (poe as mesas e cadeiras no inicio) e tem muito brio nisso. não quer que seja outra pessoa a fazê-lo- A esplanada é dele e tem muito orgulho nisso. Gosta de nos mostrar e de ser reconhecido"
Banking	F	"A sua maior aprendizagem foi conhecer-se a si próprio e aperceber-se das suas dificuldades e das coisas boas que tinha. Ao ver-se no ativo, pode conhecer os seus limites. São inteligentíssimos mas só quando saem e estão postos à prova é que trabalham isso"	"Mostrou-se entusiasmada por trabalhar com a pessoa com deficiência"	"Membros da comissão executiva vinham ter com ele. Como todos estávamos sensibilizados com ele, havia uma grande proximidade" "Uma grande proximidade no âmbito da hierarquia do banco"	
Banking	M		"Não é só mais um trabalho como outro qualquer, estou a trabalhar mas também estou a ajudar alguém para além de mim "	"Toda a equipa aceitou bem a ideia de integrar pessoas com deficiência"	

Note: some of the transcription were deleted due to confidentiality issues

Sector	Gender	Positive Experience			Barriers		
		CANDIDATE	TEAM	COMPANY	BEFORE	DURING	AFTER
Public Services	F	"Nós, pessoas com deficiência também temos de ter alguma responsabilidade, não podemos achar que podemos fazer tudo o que uma pessoa sem deficiência faz. Contudo, parte do que eu não vejo com os olhos vejo com outros sentidos"; "A pessoa com deficiência não é um bicho raro, é a acima de tudo um ser humano que também têm capacidade" "Se calhar não consigo fazer uma coisa tão bem numa área mas em outras consigo superar a própria pessoa sem deficiência"	"As colegas sempre foram impecáveis, o público extremamente compreensível. Muitas pessoas, depois de os atender até perguntam se eu preciso de apoio para subir ou descer as escadas"				"É mais difícil uma pessoa com deficiência ser aceite por parte dos nossos superiores hierárquicos do que por parte colegas e pelo público que estou a atender" "Os meus chefes e superiores hierárquicos são aqueles que têm mais constrangimentos, e que sentem até necessidade de esconder que têm uma pessoa com deficiência a trabalhar num serviço oficial
Social Sector	F	"Trabalhar aqui é bom. Quando acabei o curso e comecei a enviar currículos e a ser rejeitada fiquei um pouco deprimida por ter perdido tempo em vão, e na altura deixei-me ir um pouco abaixo. Agora que trabalho aqui já não sinto isso. Ao menos tenho algo com que me entreter e tenho alguma responsabilidade aqui"	"Aqui são todos muito atenciosos comigo, mas também já sabem que gosto de fazer a coisas por mim e que normalmente não quero ajuda. Se precisar, peço-lhes"		"há uma razão pela qual a taxa de desemprego entre pessoas com deficiência é tão grande. É ridículo. Nunca recebi uma resposta ao meu currículo sempre que enviei a dizer que tinha a minha deficiência." "Um dos grandes problemas (taxa de desemprego) é que ninguém acha que um deficiente consiga trabalhar, mas depois o subsidio que recebemos do estado também uma miséria. Depois como é suposto sobrevivermos? Não temos nem uma coisa nem outra"	"É sempre a mesma coisa, quando não digo que tenho paralisia cerebral e sou chamada para uma entrevista, é sempre igual. Quando me vêm buscar para a entrevista eu sei logo que não vou ter hipótese, olham para mim de maneira diferente e não me fazem perguntas próprias de uma entrevista. Ficam a fazer conversa comigo durante um tempo e depois mandam-me embora"	"Gosto de trabalhar aqui e estou muito agradecida pela oportunidade que me deram, mas não era aqui que eu queria estar. Passei anos a esforçar-me para tirar uma licenciatura e agora que valor é que ela tem? Zero."

Note: some of the transcription were deleted due to confidentiality issues

Sector	Gender	Positive Experience			Barriers		
		CANDIDATE	TEAM	COMPANY	BEFORE	DURING	AFTER
Social Sector	F	"Gosto muito de trabalhar aqui. Todas elas aqui me ajudam muito e me tratam como se fosse uma pessoa sem nenhuma deficiência. Gosto de estar cá e aqui acabamos por ter um ambiente mais protegido e ao mesmo tempo ter um emprego	"Da maneira que elas me tratam, o mínimo que podia fazer é fazer um bom trabalho. Sempre que elas me pedem alguma coisa, tento que as coisas não tenham erros e sou muito perfecionista. Às vezes até brincam comigo e dizem-me que estou sempre a verificar se as coisas estão bem 10 vezes seguidas"		"Infelizmente, não era esta a situação em que pensei que estaria há uns anos. Não queria ter de fazer um trabalho como este. Tinha ambição de ter um emprego melhor (relacionado com direito)"		"A mobilidade é a parte mais difícil, tenho de entrar às horas a que os meus pais me conseguem cá deixar, e sair a uma hora a que eles me possam vir buscar" "Pronto, depois também existem questões logísticas no trabalho que dificultam o trabalho. Cada vez que preciso que preciso de ir à casa de banho, tenho de pedir a uma delas que me ajude
Câmara Municipal de Lisboa	F	"Gosto de trabalhar aqui, estou a trabalhar na minha área de formação" "Eu acho que a pessoa com deficiência também tem que se adaptar e tentar ultrapassar certas barreiras para diminuir os gastos da empresa. Não se pode exigir tudo e mais alguma coisa, temos de primeiro tentar resolver os nossos problemas sem levar as empresas a terem muitos encargos adicionais "	"Apesar de algum constrangimento no início, fui muito bem integradas e sempre me senti como uma trabalhadora bem integrada na equipa"		"Várias entrevistas a que fui senti que só não ficava porque achavam que eu não ia conseguir realizar as tarefas" "Existem mais incentivos a ficar em casa do que a trabalhar"		

Note: some of the transcription were deleted due to confidentiality issues

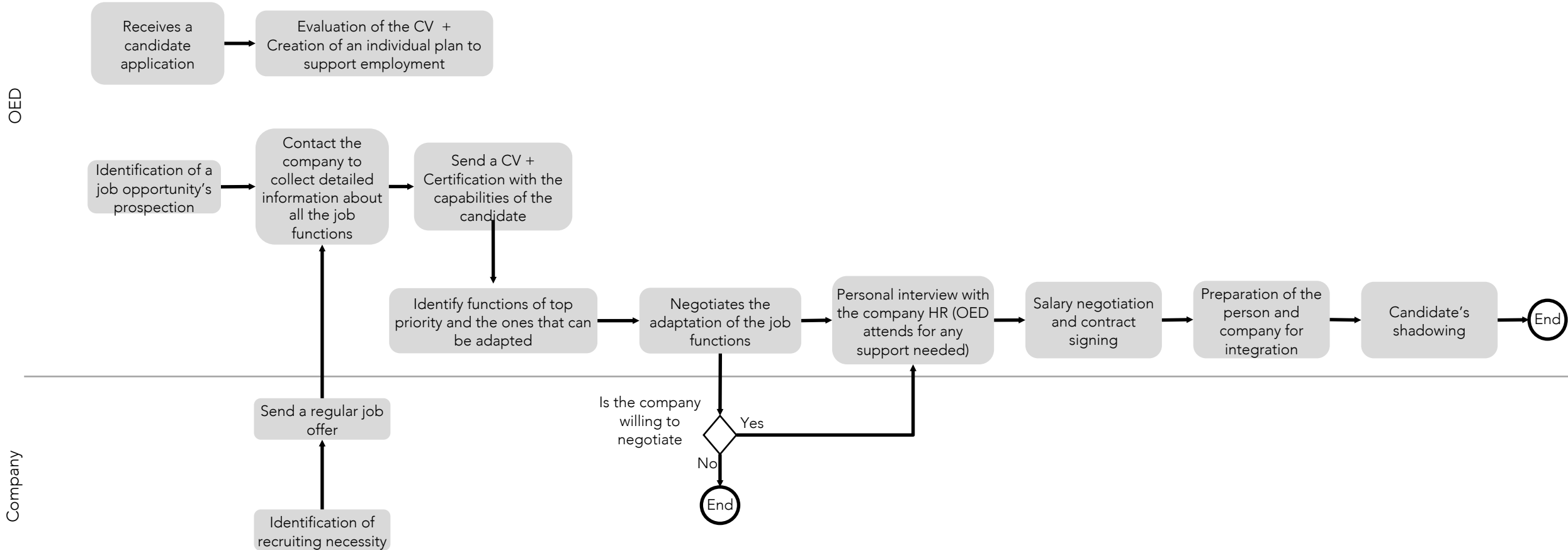| Sector	Gender	Positive Experience			Barriers		
		CANDIDATE	TEAM	COMPANY	BEFORE	DURING	AFTER
Education	Male	"Eu quero mesmo trabalhar, vivo a 2h do meu trabalho e tenho de acordar as 5h30 para estar a horas no meu local de trabalho. Faz-me bem para me sentir útil para a sociedade e não olhar para mim mesmo com pena, ou como alguém que não é capaz de fazer uma vida normal. "	"gosto muito de trabalhar com as minhas colegas, a Noémia foi essencial para a minha integração." É preciso que as pessoas aprendam a lidar com pessoas com deficiência, porque não estão habituadas, mas assim que percebem que é só uma incapacidade, que não somos pessoas diferentes delas, começam a mudar comportamentos. Diria que é preciso treinar estas pessoas, ensinar-lhes como lidar...mas isto só vai la com experiencia. Como lhe disse, já ca estou há 3 anos por isso as pessoas já vão tendo confiança comigo, já dizem piadas porque percebem que não me ofendo (e porque também sou muito brincalhão. É gira a experiencia com os miúdos, como a secretaria da escola está sempre aberta eles vêem-me e aproximam-se com calma, olham para o cão e ficam a estranhar. Quando se apercebem que sou cego, tratam-me muitas vezes com menos agressividade com que tratam as minhas colegas."		"Estou constantemente a procura de trabalho porque ninguém me dá contrato sem termo. É muito complicado porque raramente sou chamado a entrevistas. Por exemplo, agora que vou fazer 3 anos nesta escola, terei de sair porque não há lugar para mim nos quadros. Vou a concurso mais uma vez. O pior é que posso ser colocado em qualquer sitio no pais, não é fácil para mim porque tenho de ritualizar os meus percursos, a minha vida pessoal para conseguir ser independente..." "O que mais me custa é o facto de ter formação em psicologia, sou psicólogo e não encontro emprego ligado a minha formação, ninguém esta preparado para trabalhar com um cego. "	"O processo foi um concurso normal da camara de Oeiras, sem grande capacidade para perceberem as minhas limitações e verem se o local de trabalho estava bem adaptado... nem avisaram as minhas colegas que uma pessoa cega ia trabalhar com elas... não foi nada bem feito, vim ca parar do nada"	"Foi muito complicado ter sido colocado aqui sem quaisquer tipos de recursos para poder trabalhar. Sendo cego preciso de vários equipamentos especiais para poder ter acesso a informação, principalmente porque com uma função administrativa está tudo em papel. É muito complicado!. "Ás vezes é difícil trabalhar com pessoas que não percebem a angustia de ter uma deficiência, sinto falta de alguém que sinta melhor as minhas dificuldades, até para me poder ajudar com novas ideias ou experiencias passadas..."

Appendix 16 | Resume table from the main barriers before, during and after the recruitment process

Stage		Demand	Supply	Intermediator	Others
Decision to hire a PwD		A. Lack of awareness and sensibility B. Lack of incentive (inertia) to get in a demanding process		A. Charity-based approach when presenting candidates to the companies (focus on limitations)	A. Inexistence of regulations to enforce legislated quotas (2&5%)
Match	**Needs ID**	A. Difficulty to identify job functions that can be attributed to PwD B. Difficulty to adapt job descriptions considering candidates needs			
	Sourcing	A. Lack of awareness regarding existing sourcing channels B. Need to source and test a higher pool of candidates (comparatively) to increase match probability C. Need to deal with multiple channels* for the same purpose	A. Lack of candidates available in the market B. Lack of qualifications from the available supply	A. Low scale to meet big companies' needs* B. Reduced interaction between Intermediaries to cross info	A. Lack of available data regarding people with disability to enable efficient sourcing B. Reduced adapted educational institutions and training programs offers
	Assessment	A. Difficulty to assess candidates' competences B. High demanding profiles & Lack of flexibility to adapt job functions	A. Lack of self awareness about own competences B. Lack of capacity to communicate own competences C. Lack of an insightful diagnostics oriented to the job market	A. Lack of capacity to negotiate adaptations on the job functions	
Integration process		A. Lack of resources and know-how to guarantee technical equipment and workplace accessibility for the candidate B. Tutor needed to support candidate C. Management styles and practices disruption D. Extra time demanded for the integration process until candidate reach autonomy E. A collective answer is demanded to integrate the candidate as it implies an effort from the entire team/org.		A. Lack of labor resources to make the follow-up for larger scale of candidates	A. Low transportation means within the locations B. Complex process in getting the government support

OED

Receives a candidate application → Evaluation of the CV + Creation of an individual plan to support employment

Identification of a job opportunity's prospection → Contact the company to collect detailed information about all the job functions → Send a CV + Certification with the capabilities of the candidate

Identify functions of top priority and the ones that can be adapted → Negotiates the adaptation of the job functions → Personal interview with the company HR (OED attends for any support needed) → Salary negotiation and contract signing → Preparation of the person and company for integration → Candidate's shadowing → End

Company

Send a regular job offer

Identification of recruiting necessity

Is the company willing to negotiate — Yes

No — End
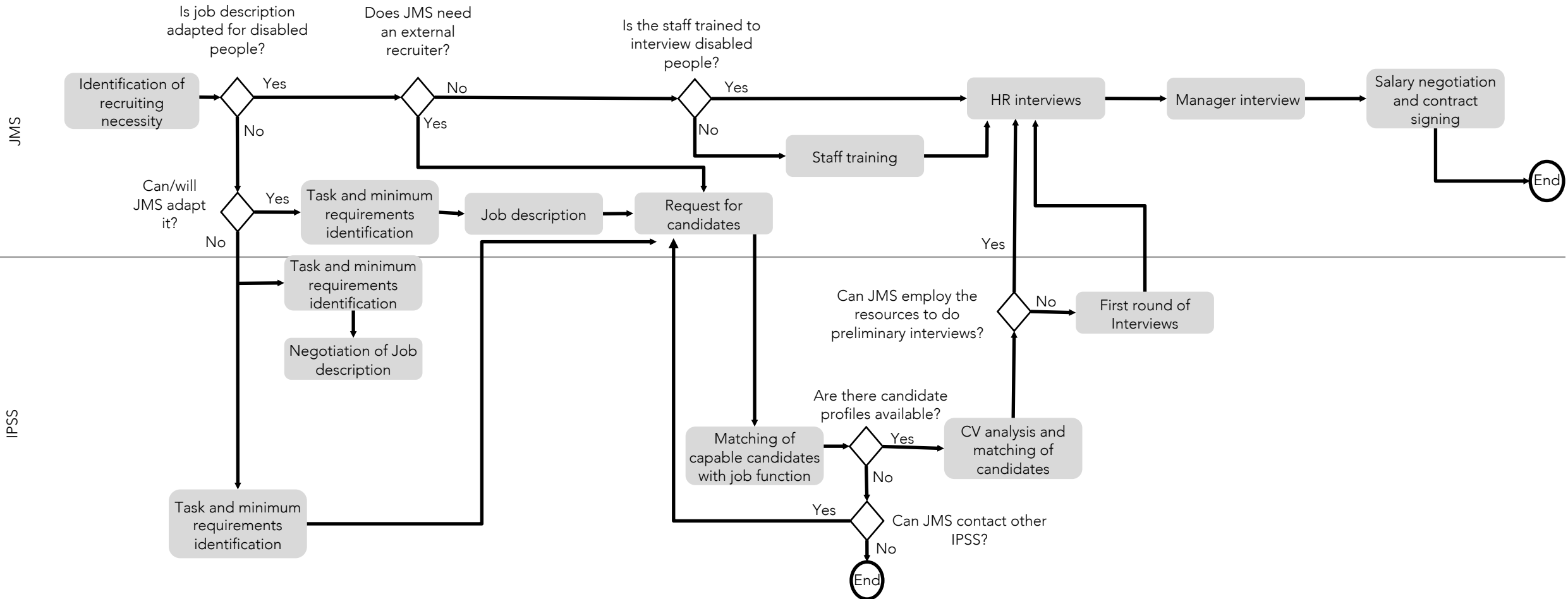
Screening Tool

1. **OED projections |** OED could have employed at least **86 candidates, compared to 50** in 2017 (Assuming a constant success rate, if the algorithm screened out candidates who still need training)
   - Costs per candidate employed would **decline from 3.000€ to 1.740€**

2. **Hoffman, et al. 2017 |** In low-skilled jobs, employees who had been previously screened by an algorithm, stay on average **15% longer on the job**

LINC Assessment

1. **Harvard business Review |** A poor cultural fit will can **cost between 50%-60% of the person's annual salary** due to an increase in turnover rates

Transitional Work Group

1. **Walgreens US |** 90% of the candidates from the TWG stayed in the company

2. **Project Search International |** 73% of PWD were employed after a 9 months program (average from 2012 to 2016)

3. **Project Search PT Jeronimo Martins |** 8/9 hired after a 9 months program

Sources: OED Database, Hoffman (2017), Harvard Business Review, Project Search International Website

Appendix 20 | Expected Profit & Loss (P&L) Statement for 2020

LINC
Profit and Loss (P&L) Statement, €, 2020

Recruiting Fees (Candidate)	72 600,0
Recruiting Fees (IEFP)	156 500,5
Success Fees	129 800,0
Total Revenue	**358 900,5**
Cost of Services Provided (Coaches)	180 893,8
Gross Profit	**178 006,8**
Expenses	
Marketing/Promotion	3 419,9
Web Site/Database Maintenance	4 198,7
Office Supplies	2 000,0
Rent	14 400,0
Salaries, Benefits & Wages	132 235,0
Travel (Includes travel for promotion)	14 227,2
Total Expenses	170 480,8
Earnings Before Interest & Taxes	**7 526,0**
Income Taxes	1 580,5
Net Earnings	**5 945,5**

Expected Gross margin = 49.6%

Pre-tax profit margin = 2.1%

Net profit margin = 1.7%

1. Introduction to the solution

Today we will explain you how we want to revolutionize the recruitment and HR Management industry in Portugal. We will introduce to you an unknown talent: People with disabilities

2. The misbelieve

1/9. Only 1 out of 9 people believe that a person with disability is capable of having a real job, with real salaries and real responsibilities

This ratio exists and will continue to exist until we prove and see for ourselves the value of a person with disability. Our startup wants to break this prejudice and start and for that we will start with Patricia's story, the 1 in 9.

One person believed in this value and hired Patrcia, a 24 year old girl, who finished high school and has a professional degree in turism. Every day, Patricia spent 10 hours alone at home without being able to move. She has a degenerative desease and is paraplegic.

Now, Patricia works in a bank
- "Tem uma direção comercial que é só dela".
- "Se ela saísse seria uma grande perda profissional porque é pro-activa e assegura-se das suas funções"
- "Mudou a sua equipa que antes era triste e queixava-se de tudo"

All she needed was an opportunity to show the company that they needed her as much as she needed them.

3. Dimension of the problem

Just like Patricia, however, there will be another 29.5k people with disabilities looking for a job .

From those people, only 10% will find a job, and those who find it will have looked for it on average for more than 1 year.

4. Companies must own the solution

As with any problem, if there is one, there is also a solution, and in this case, the companies are the key players to solve it. Because this is as much of a problem as it is an opportunity for these companies, because these candidates:

- Produce what they paid for
- Have lower absenteeism
- Have twice the retention rates
- Have less work related accidents
- Provide key skills, motivation and engagement to their teams

All these value parameters were confirmed along our 30 interviews with peers that worked directly with people with disabilities

But that's not all, to comply with the new legislated quotas for people with disabilities, only the Top 50 companies in Portugal will need to hire 7 314 people with disabilities over the next 5 years

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Appendix 21 | The pitch intends to sell LINC in seven minutes for potential investors, owners and partnerships | English version (2/2)

5. LINC introduction

But the story is not over yet, because even if companies now believe in this value they don't know how to recruit these candidates: Don't know where they are, how to assess them, or how to integrate them

That is why we are proud to introduce LINC: The single point of contact between people with disabilities and companies. LINC takes care of the whole recruitment process for companies, from sourcing to integration of the candidates

6. LINC's differentiation

How will we do this? Be using an unique method called Transitional Work Group (TWG)

Candidates will now longer have to interview and answer questions they don't know how to answer. With this method, they will the opportunity to showcase their skills in real time and with real tasks, all of this, while the company already benefits from their productivity

TWG is an intern to hire program with the duration of 3 months, during which these candidates will be trained on-job by our team of coaches and supervised by the company's managers. During this time, they will have the same salary and same responsibilities as the rest of their teams

At the end of the period, the companies will hire the candidates who achieve at least 90% of the expected productivity and standards for the role they perform

7. Pricing and P&L

For this service our project will only charge 1.1x monthly base salaries per candidate to the company, which ensures that the company does not have a real cost with these candidates higher than the cost with candidates without disabilities. The rest of the funds needed to pay for the service will be guaranteed through IEFP.

LINC is not a social organization, but a social business, we want to create a sustainable market solution and have a break-even point of 108 candidates per year.

8. Call to action (Investment needs)

LINC is also not just an idea on paper. It has already started to make connections and wants to start now. We already have a project for June 2019, in which we wil employ 30% of JMS's Contact Center in Viseu with PwD. That account for a total a 32 PwD employed in just one project

But now we need support. We need:
- A strategic partner to scale the project
- An initial investment of 220.1k € for product development, business model validation and market entrance

To conclude, more than a great business opportunity, LINC serves a higher purpose. To this purpose we call justice

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Appendix 21 | The pitch intends to sell LINC in seven minutes for potential investors, owners and partnerships | **Portuguese** Version (1/3)

1. Introduction to the solution

O nosso objectivo é revolucionar a forma como se tem feito recrutamento e HR managemenet em Portugal. Queremos introduzir no mercado um novo talento desconhecido e disruptivo: pessoas com deficiência

2. The misbelieve

1/9. Diria que apenas uma em cada nove pessoas acredita que uma pessoa com deficiência possa ter um emprego real, numa empresa séria, com o mesmo salário e a mesma performance que outra pessoa sem qualquer deficiência.

Este 1/9 está presente e vai continuar a estar até virmos a pessoa com deficiência trabalhar. A noosa start-up quer começar por quebrar o 1/9 porque na verdade, todos queremos estar dentro disto mas ainda não sabemos como.

Começando pelo 1. Uma pessoa "com imenso medo" decidiu empregar a Patrícia. A Patrícia tem 24 anos, acabou o 12º ano e tem um curso técnico-profissional em turismo. Todos os dias, passava 10 horas sozinha em casa sem se puder mexer. Tem uma doença degenerativa e é paraplégica.

Agora, a Patrícia trabalha em banca na área de operações de negócios para clientes empresariais:
- "Tem uma direção comercial que é só dela".
- "Se ela saísse seria uma grande perda profissional porque é pro-activa e assegura-se das suas funções"
- "Mudou a sua equipa que antes era triste e queixava-se de tudo"

Foi preciso dar uma opurtunidade e testar. E a Patrícia "provou, por ela própria, a necessidade de estar na empresa".

3. Dimension of the problem

Tal como a Patrícia, existem muitos outros que estão em casa porque nunca lhes foi dada a oportunidade de provarem o seu valor. O 9 ainda predomina e, por isso:

Em 2019, prevemos 29.5 mil pessoas com deficiência desempregados e dispostas a trabalhar. Destes, apenas 10% serão colocados e já estão há mais de 1 ano à espera. Os candidatos querem e precisam de trabalhar: Nunca viram a Patricia "queixar-se de nada, a não ser de não ter trabalho"

4. Companies must own the solution

Para este problema tem que surgir uma solução e as empresas são os protagonistas da solução não por caridade mas estratégia porque os candidatos:
- Produzem aquilo pelo qual são pagos
- Têm menor absentismo
- Têm retention rates 2x superiores
- Têm X% menos acidentes de trabalho
- Alavancam o nível de motivação e desenvolvem key skills nas equipas

Confirmámos estes e outros parametros com mais de 30 pessoas que trabalham directamente com pessoas com deficiência.

Mais, para responder às novas qotas de contratação, só as 50 empresas com mais trabalhadores em portugal vão precisar de contratar um total de 7.314k.

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Appendix 21 | The pitch intends to sell LINC in seven minutes for potential investors, owners and partnerships | **Portuguese Version (2/3)**

5. LINC introduction

Mas o filme ainda não acaba aqui porque mesmo que o 1 acredite, há um segundo porblema: não sabemos recrutar pessoas com deficiência: na prática, exige mais esforço, tempo, know-how, integração, lidar com uma realidade desconhecida e que assusta…….

Para resolver estes 2 problemas, temos a **LINC**: o single point of contact entre a empresa e as pessoas com deficiência que se encarrega de todo o processo de recrutamento desde o sourcing à integração.

6. LINC's differentiation

Como e que fazemos isto? Utilizando um método único chamado TWG (Transitional Work Group)

Os candidatos já não têm de ir a entrevistas nem responder à pergunta "Porque quer trabalhar nesta empresa?" ou "Quais são as suas experiências de trabalho?". Os candidatos têm a opurtunidade de mostrar na prática e em tempo real as suas capacidades. Tudo isto, enquanto a empresa já está a beneficiar da sua produção.

O TWG é um programa de 3 meses em que os candidatos vão ser formados on-the-job pela nossa equipa de Job coaches, tendo o mesmo trabalho e o mesmo salário que o resto da equipa.

No final, a empresa tem a decisação de contratar com base em métricas alcançadas pelo candidato no final do programa como produtividade, qualidade….

7. Pricing and P&L

Por este serviço, cobramos à empresa 1,1x o salário mensal. O Resto do financiamento graantimos através de apoios governamentais (IEFP). A empresa não tem acréscimo de custos realativamente a recrutar uma pessoa sem deficiência para a mesma função.

A LINC não é uma organização social mas sim um social bussiness. Queremos criar uma solução sustentável e escalável. Na prática, temos um breack even point anual de 108 candidatos.

8. Call to action (Investment needs)

Agora eis a grande questão: Quer estar dentro da LINC? Nós queremos começar já. Temos um primeiro projecto para fazer uma forte proof of concept e entrada no mercado: Junho 2019. 32 pessoas com deficiência para o contact center da José de Mello saúde em Viseu. 30% dos trabalhadores do centro.

O que precisamos para que a LINC comece?
- Um parceiro estratégico que quer estar dentro deste projecto e que descobriu agora como o fazer.
- Um investimento inicial de €220.1k para product development, bussiness model validation e entrada no mercado

Para acabar, este projecto tem algo mais que nos move: Um propósito maior a que damos o nome de Justiça.

Note: the Pitch Presentation has animations and interaction that are not visible in a PDF file.
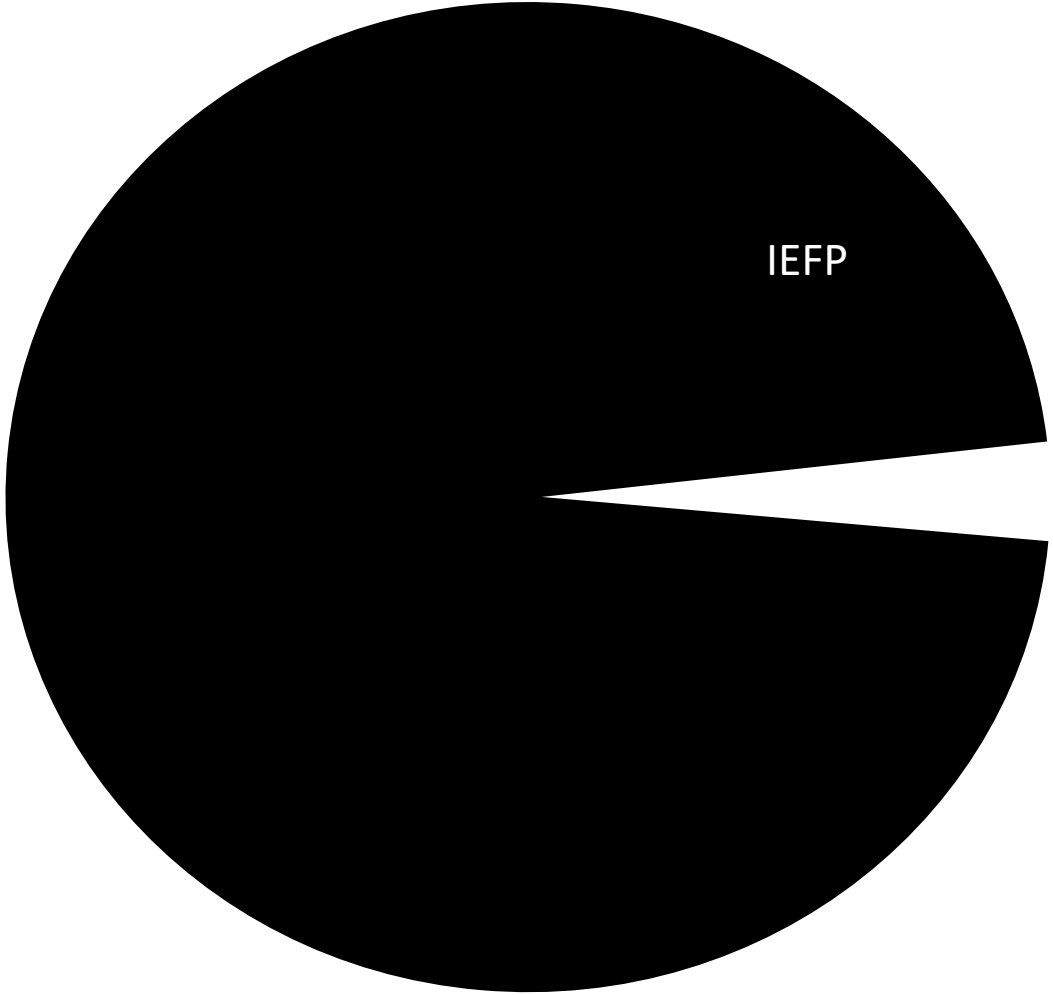
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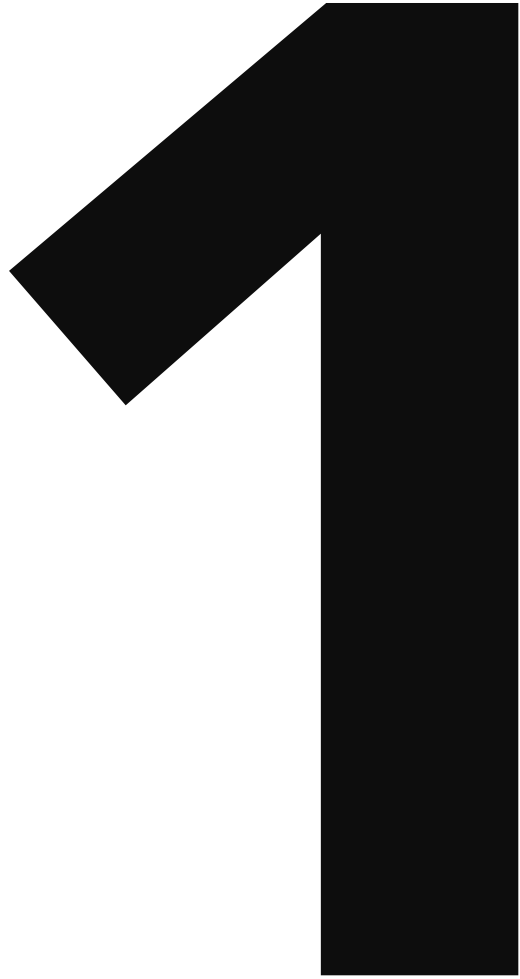
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" tem uma direção comercial que é só dela"
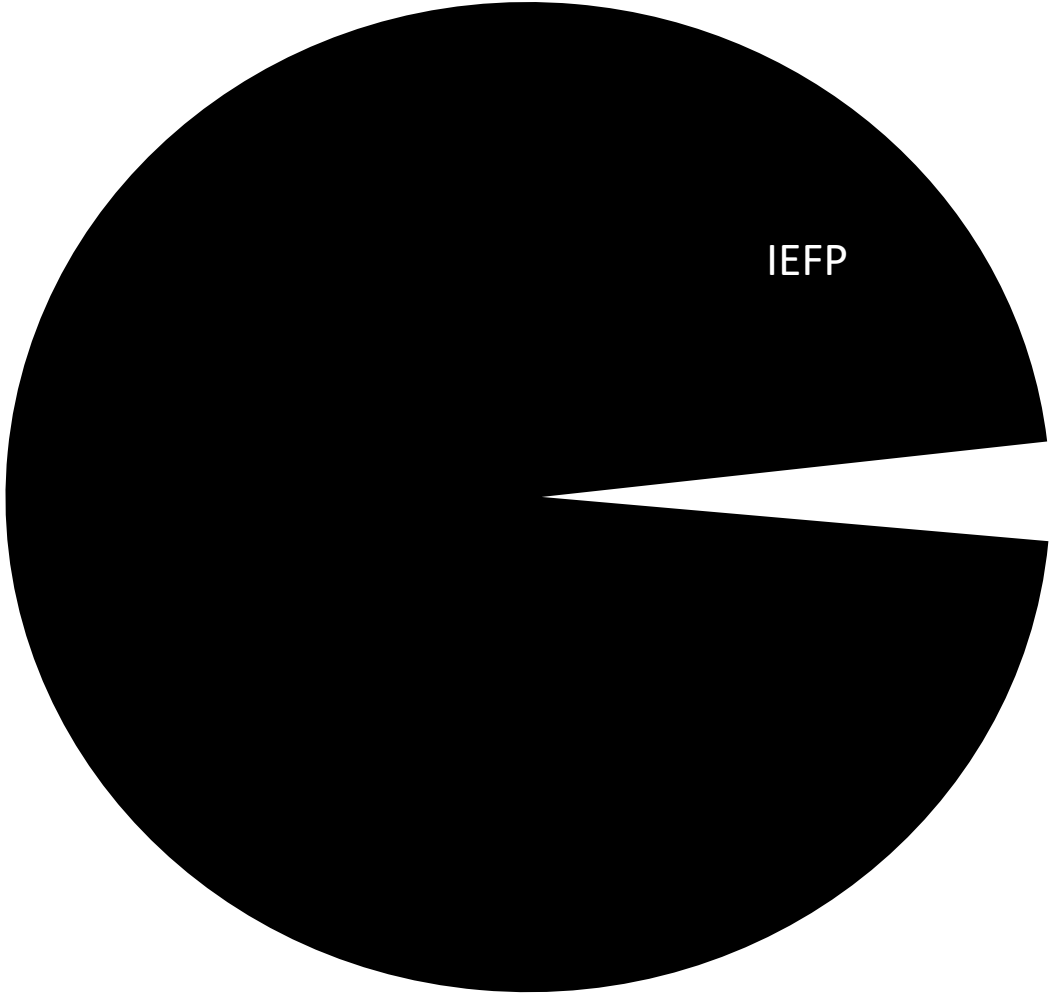
" se saísse do banco seria uma grande perda profissional "

"era uma equipa que se queixava muito e, desde que a Patrícia chegou, isso mudou"

29.5

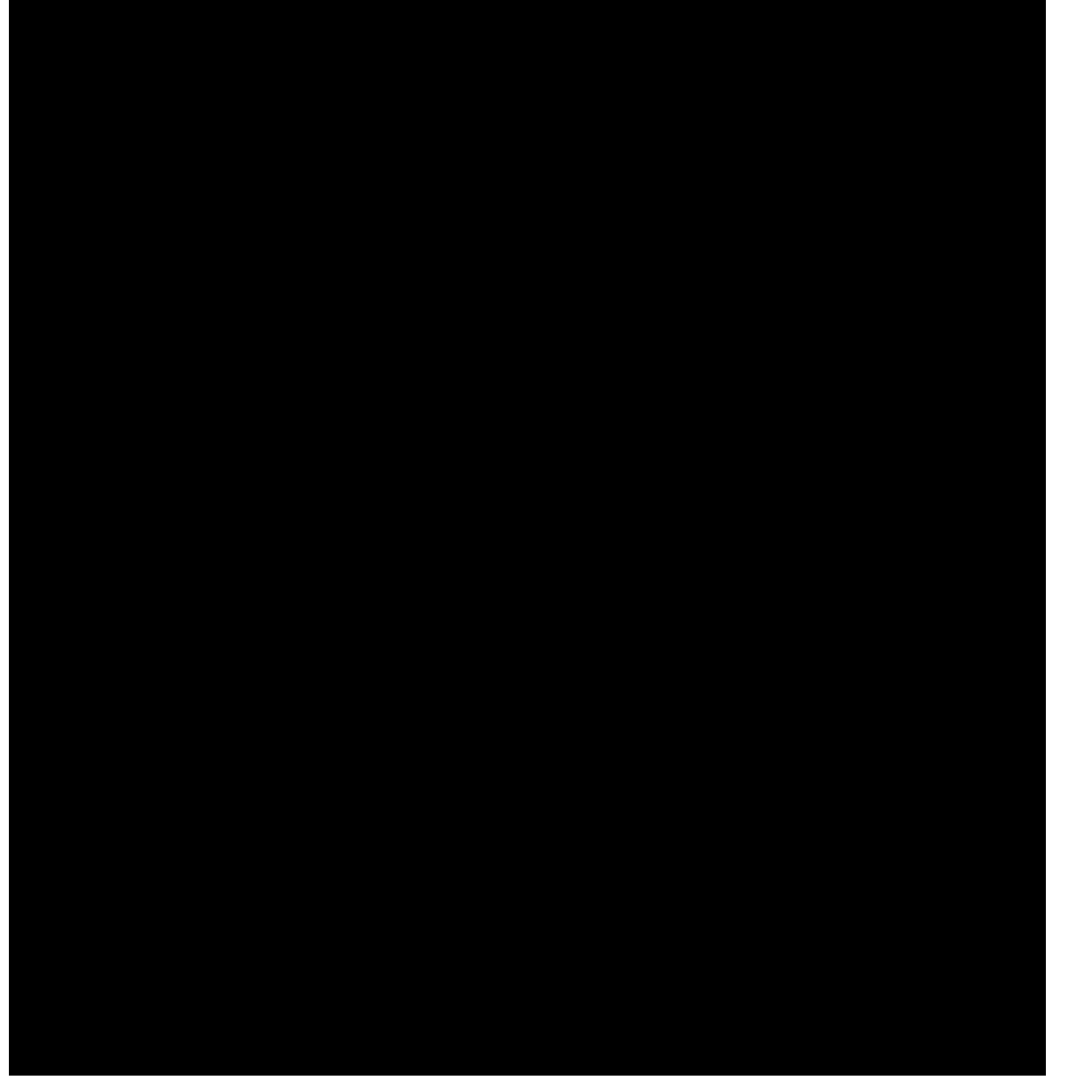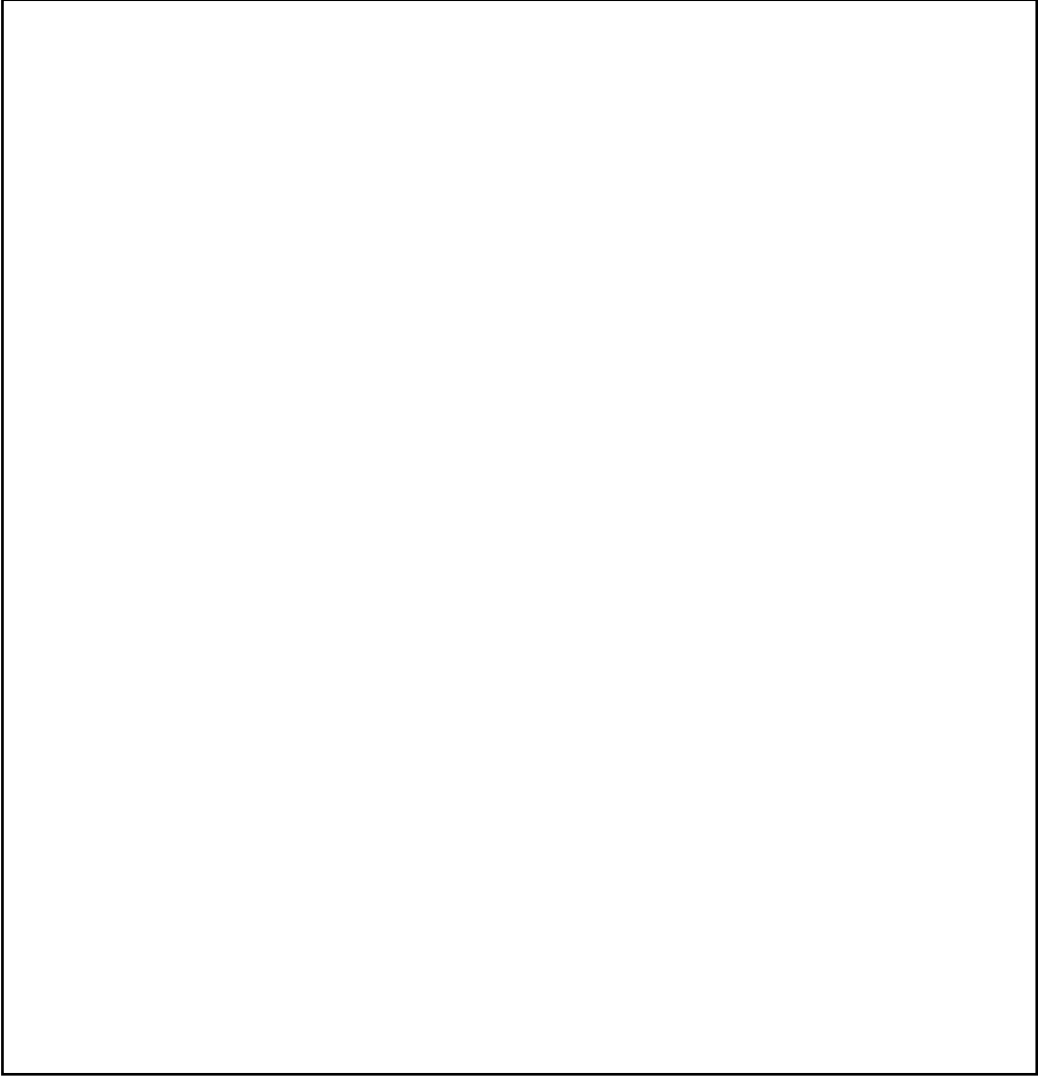IEFP

10%

IEFP

1ano

Produzem aquilo pelo qual são pagos

Menor absentismo

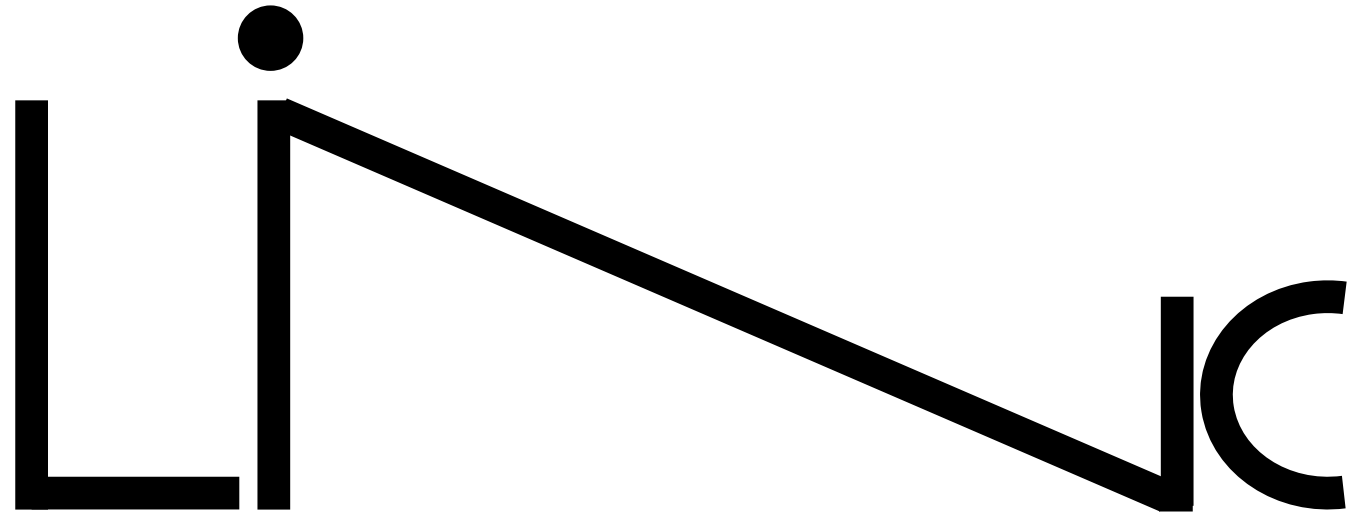*Retention rates* 2x superiores

50% menos acidentes de trabalho

Motivação e *Skills Set*

30

Produzem aquilo pelo qual são pagos

Menor absentismo

Retention rates 2x superiores

50% menos acidentes de trabalho

Motivação e *Skills Set*
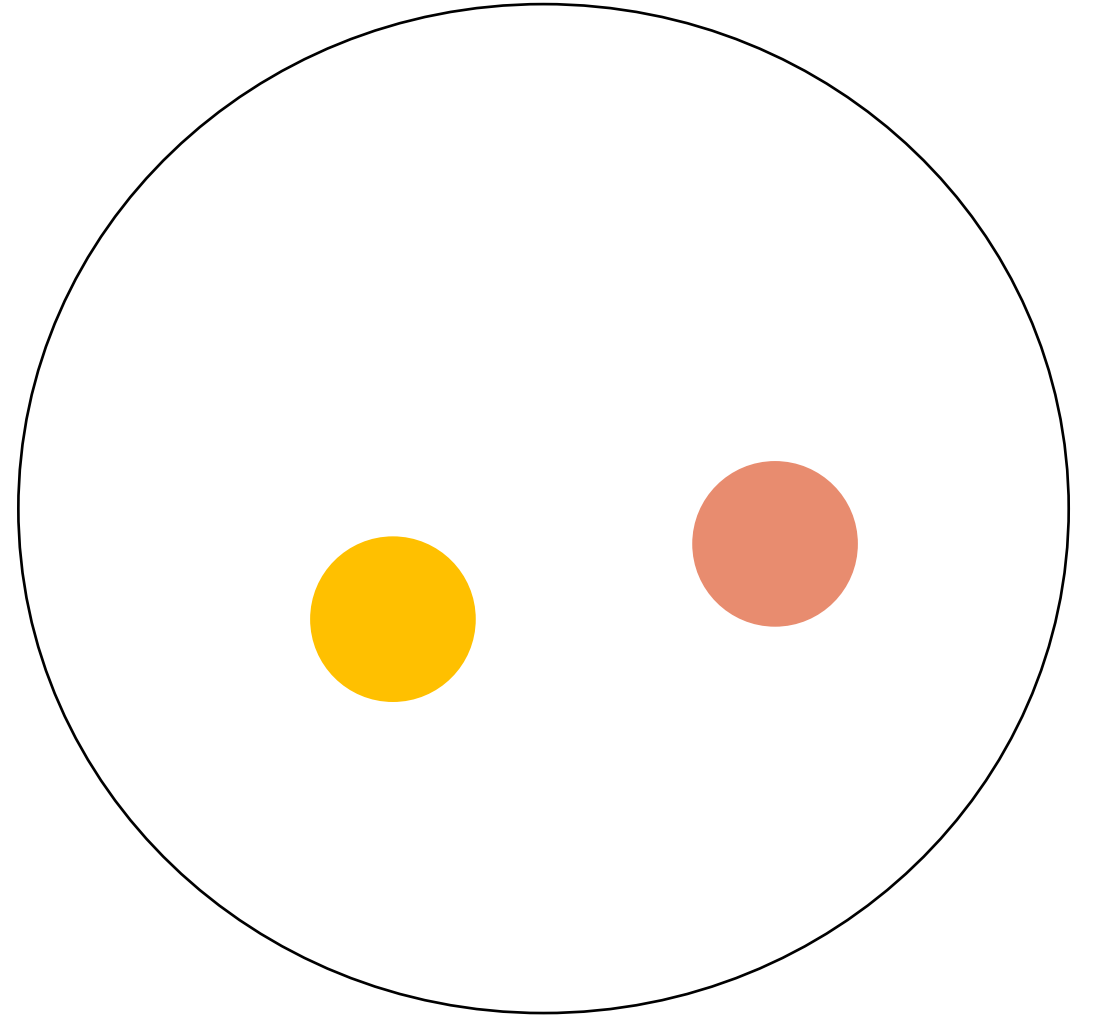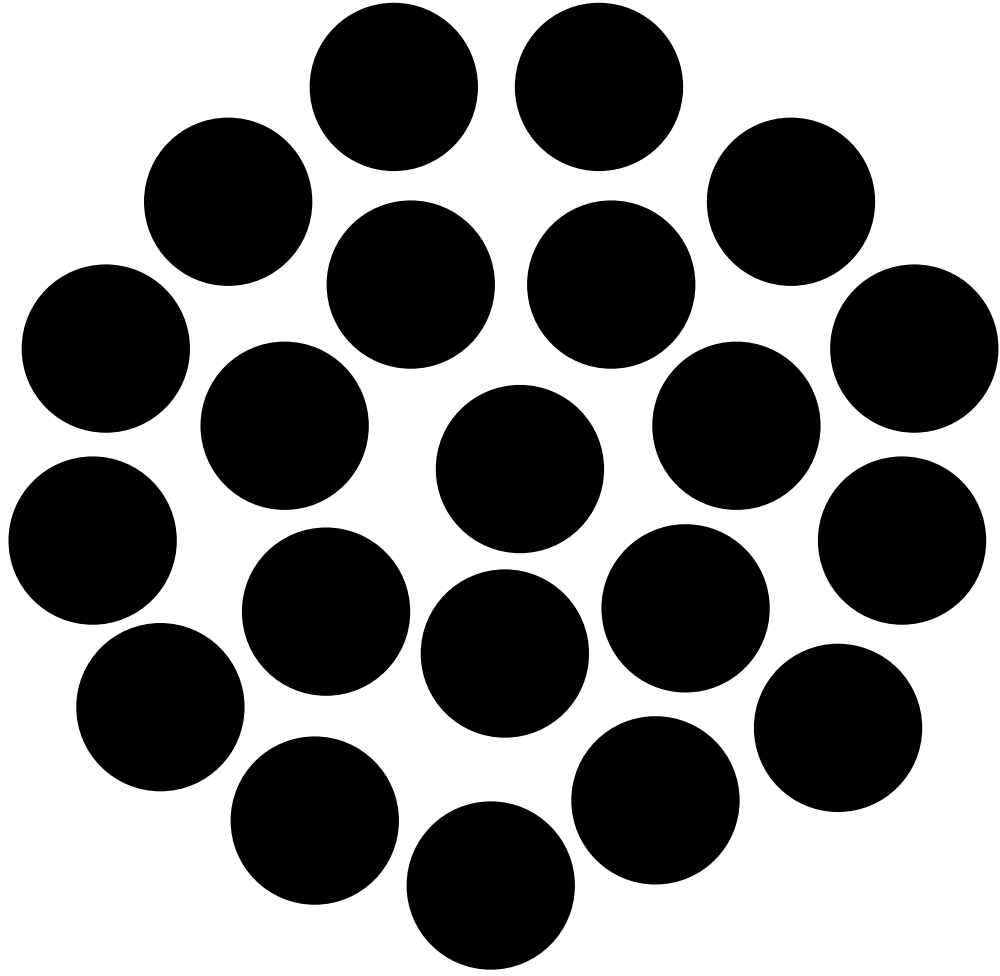
QUOTAS DE CONTRATAÇÃO GRANDES EMPRESAS

2%

7.314k

HOW?

LINC

Leveraging inclusive connections

TWG

JUN 2019

30% JMS

32 PD
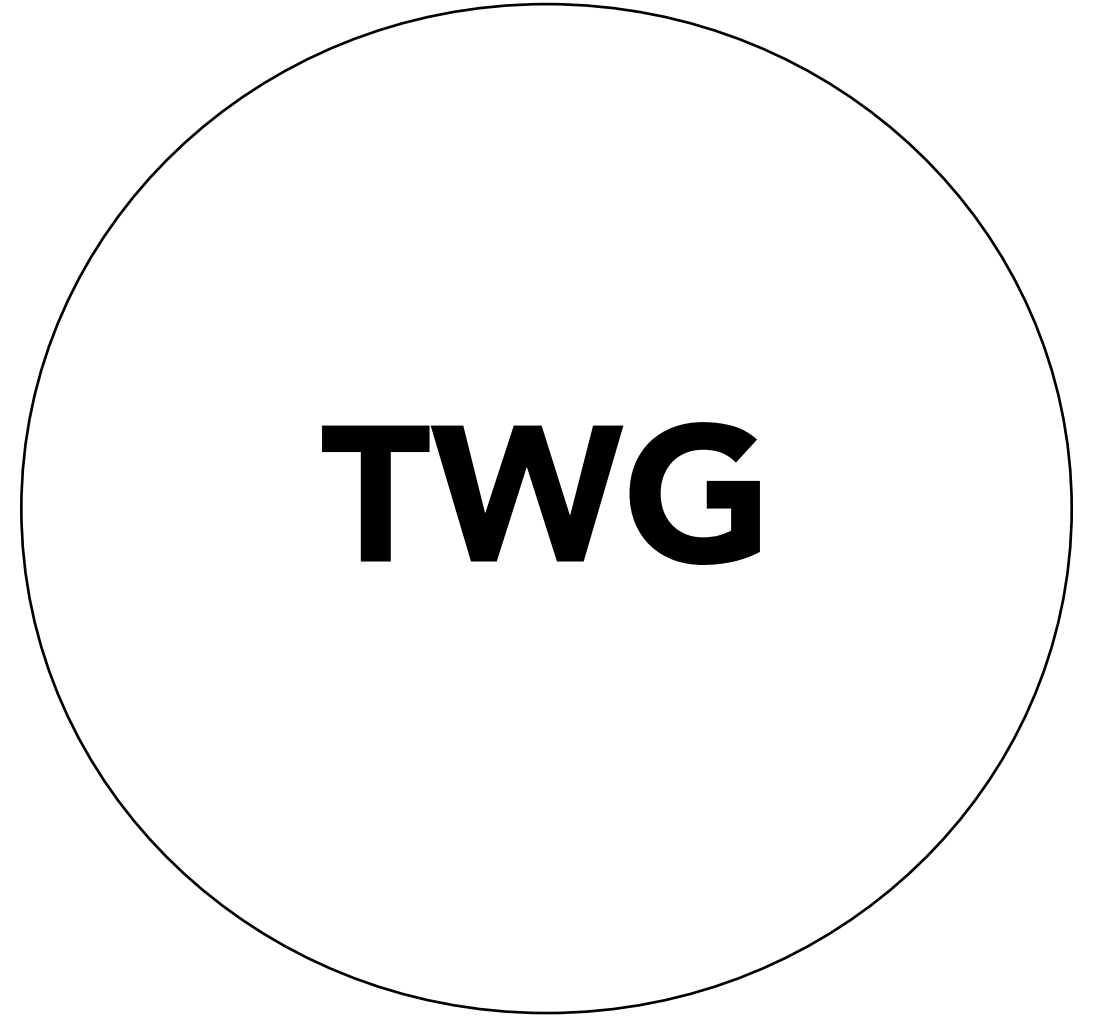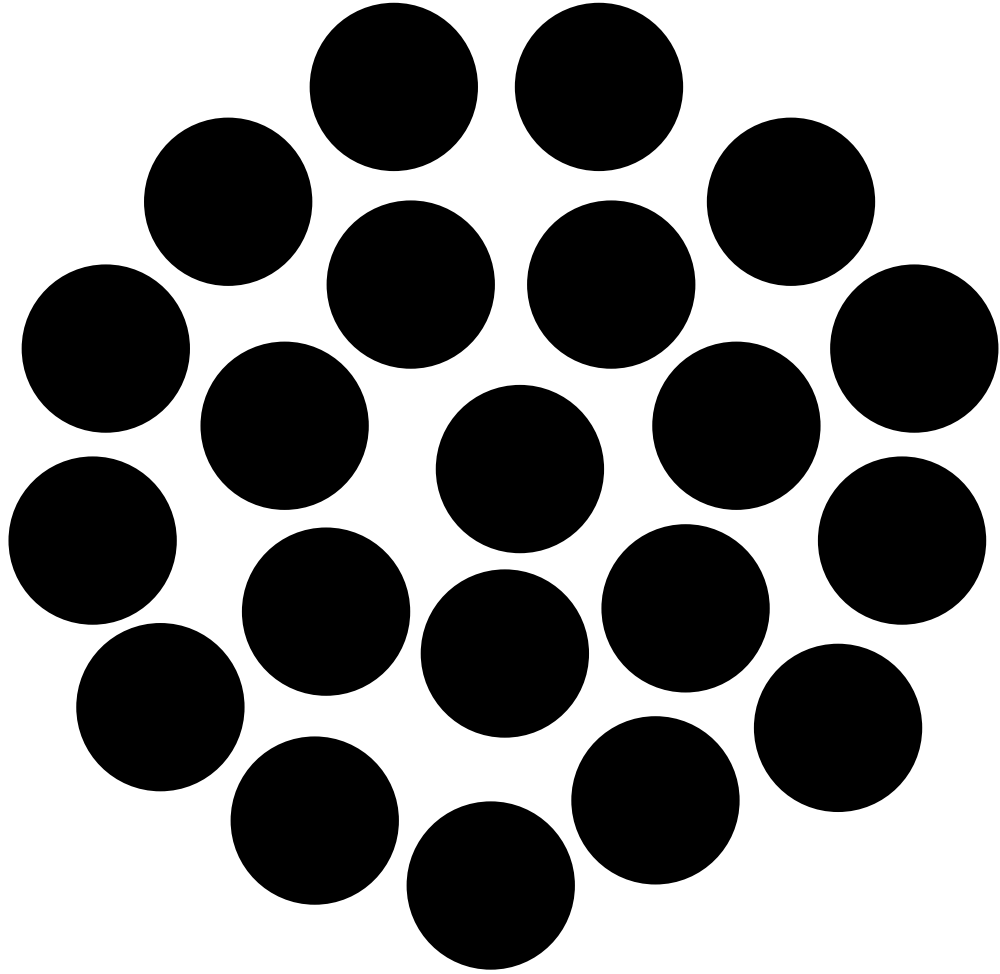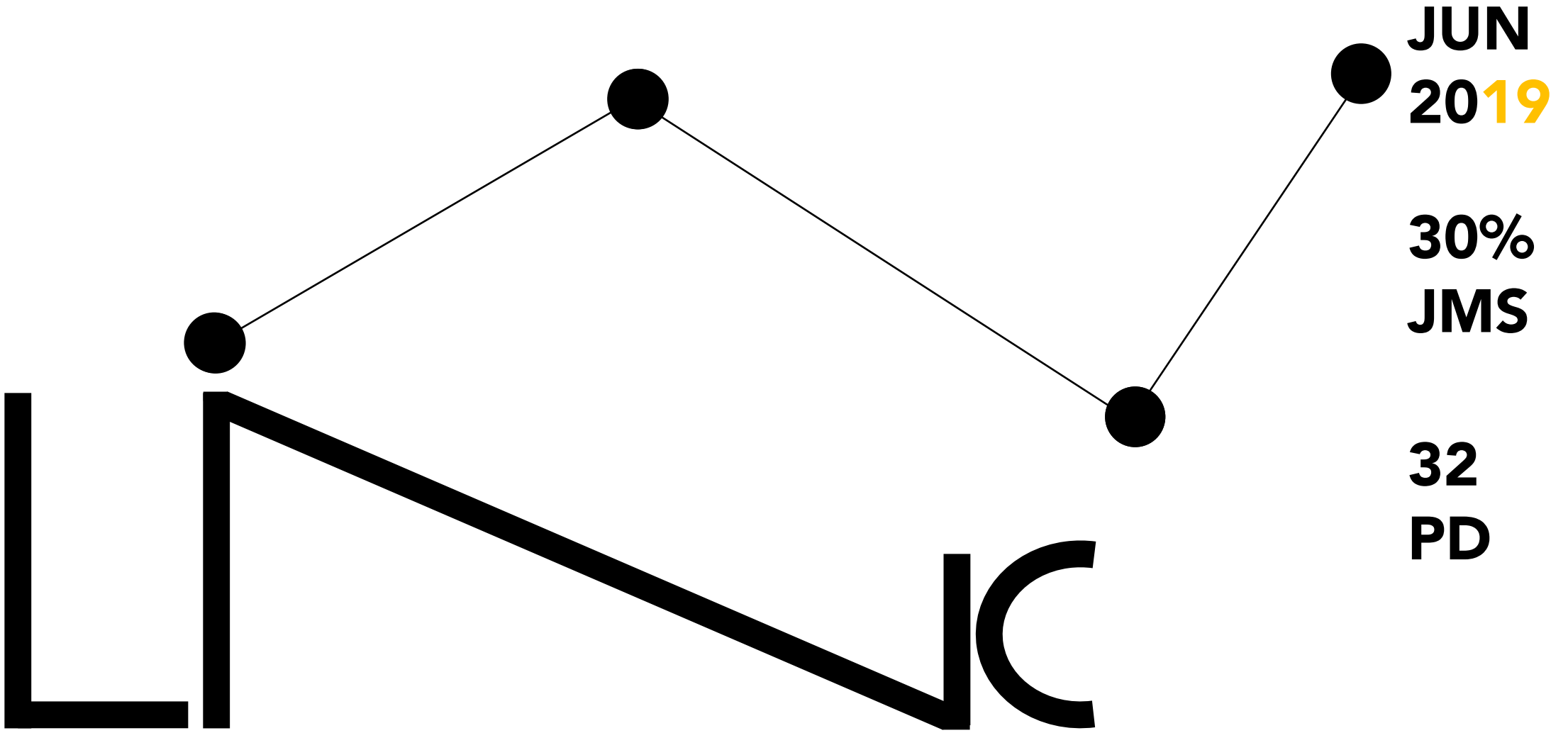
Leveraging inclusive connections

9

PARCEIRO
ESTRATÉGICO

INVESTIMENTO
220.1k