

BASE workshop C3

# ***THE MUTUAL BACK-SCRATCH***

***Job Carving to meet the needs of  
business & jobseeker***

aka

**Indiana Twine in  
'Raiders of the Lost Art'**

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*“The two toughest barriers to employment for people with severe disabilities – competition from other applicants and general job descriptions”*

- M. J. Callahan & J. Bradley Garner

***“Money is so tight at the moment, we’re not recruiting, but I could really do with someone to do this, some help with that...”***

- Sue Perviser, Everycompany Ltd

# WHY THIS WORKSHOP?

“What – ask them to recruit without advertising? Is that legal?”

“No, I’ve just been helping them with application forms. I forgot about that other way”

“But cold-calling and sales isn’t what I got into this job for”

“Picking and choosing bits of jobs – won’t the rest of the team resent that?”

# 'JOB CARVING' – WHAT IT IS...

*“If the hiring process is likely to focus attention on the individual’s shortcomings, then job carving is used to **accentuate their unique assets or contributions**”*

- C. Griffin, 1996

*“Job Carving is a way of splitting jobs to ensure the **most suitable person** carries out each task...a **flexible** way of managing a workforce”*

- STEPs, Stockton Borough Council

# 'JOB CARVING' – WHAT IT IS...

- ✓ Value-based
- ✓ Blends the needs of the person with those of the business, evenly
- ✓ Sustainable
- ✓ Legal
- ✓ Comes in different forms

## 'JOB CARVING' – WHAT IT IS NOT...

- ✘ New
- ✘ Relevant only to people with LD
- ✘ Counter to 'normal' ways of recruiting
- ✘ Only gets jobs <16 hrs
- ✘ Only gets jobs at entry level

## 1. TWEAKED JOB

= *adapting an existing job description by adding, removing or adjusting the way some tasks are done*

## 2. COMPOSITE JOB

= *bringing together a range of pre-existing duties, possibly currently done by others*

*-that suit the person and enable the company to work more efficiently*

## 3. NEW JOB

= *creating a new role that meets an operational need that is not currently met at all*

# *Why is it good for me?*

## **The employer...**

- ✓ **Cost-effective: Targets staff resource onto area of 'unmet need'**
- ✓ **Cost-efficient: Relates wage to task level**
- ✓ **In control: Active, positive 'ownership' of new employee, flexible**
- ✓ **Support in collaboration: joint problem-solving**

# *Why is it good for me?*

## **The jobseeker...**

- ✓ **Suits me, sir: Inspired by skills and preferences**
- ✓ **Quicker: focussed jobsearch, not left out**
- ✓ **Sustainable: More engaged, flexible job development, paid, welcome**
- ✓ **Raised earning potential: Relates wage to task, not lowest common denominator**

# *Why is it good for me?*

## **The supported employment service...**

- ✓ **Resource-effective: less time, energy, £ waste**
- ✓ **Ethical: something for everyone, no 'parking'**
- ✓ **Reduced constipation**
- ✓ **Sustainable: more paid, well-matched jobs**
- ✓ **Fun: be nosey, be inspired, work together**

## *Real-life examples*

- ✓ Task list varies, according to business need
- ✓ Task list stays same, so know done
- ✓ Facilitates others in their work, making everything quicker, more cost-effective
- ✓ More flexible
- ✓ Job share to dovetail skills & preferences
- ✓ Task-swap to aid retention
- ✓ From outsource to in-house – cheaper, better
- ✓ Build up skills
- ✓ More reliable, lower turnover,
- ✓ Suits individual, but not many – lower turnover, save costs, more reliable

# *Leading the conversation with potential employer*

- 1. Be prepared**
  - about jobseeker & service
- 2. Arrange meeting**
  - open, non-pressured, positive
- 3. General introductions**
  - to service, to business
- 4. Workforce**
  - size, profile, usual practices, issues

## *Leading the conversation...*

### **5. HR context re equal opps**

- legal, policies, targets (discuss how supp emp could fit)

### **6. Jobseeker pen pic**

- warm, positive, balanced

### **7. Processes & tasks**

- explore ideas

### **8. Develop clarity & adjustments**

- tasks, standards, conditions (hours, pay rate...)

## *Leading the conversation...*

### **9. 'Natural' phases & long-term independence**

- Supervision, induction, initial training

### **10. Predict 'Back-up' phases & extras**

- job coaching input, monitoring

### **11. Wrap-up & Next Steps**

- check & summarise agreements, complete Job Profile, all decision-makers & team happy?
- next steps: visit / try-out / job coach prep session, co. admin...

## *HR contexts to swat up on:*

- **Disability Discrimination Act**
  - *'reasonable adjustments', definitions, precursor to...*
- **Equality Act 2010**
  - *'protected characteristics', 'positive action'*
- **Equality Framework for Local Government**
  - *5 areas of performance, 3 levels*
- **'Double-tick' symbol**
  - *Min. 'commitments', limitations, register of companies*

***“Nothing less than finding jobs that meet the individualised conditions, preferences and contributions for all of the applicants that we represent will be acceptable.***

***We must commit to that goal and ensure that our efforts and our resources match our rhetoric”***

- M. J. Callahan & J. Bradley Garner, 1997

*“Without negotiating jobs that meet the needs and preferences of both the jobseeker and business, all our efforts in V.Ps, PCPs and TSI and will mean, quite frankly, diddly-squit”*

*“So put the jobs pages down and stand back.*

*Try Another Way!*

*With the jobseeker in your heart,*

***go and knock on some back doors...”***

*- Ruth Twine, est. 1991*

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***Foundation in Supported Employment***

***Tailored workshops for teams***