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# COGNITION & INCLUSION

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## C&I – IO3

MINDSET ASSESSMENT TOOL FOR ORGANIZATIONS  
WORKING IN THE FIELD OF  
SOCIAL INCLUSION OF PERSONS WITH DISABILITIES



European Network  
of Social Authorities



Veneto



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## Introduction

"Cognition & Inclusion" is an Erasmus+ Strategic Partnership project, that aims to develop tools to assess conditions for optimal implementation of transversal skills training methodologies, in order to promote successful adaptation, inclusion and employment of adults with intellectual disabilities. Project has been implemented from September 2017 to August 2020 in collaboration between nine expert partners from Belgium, Bulgaria, Finland, Italy, Portugal, Spain and Sweden.

The project has four intellectual outcomes:

- review of cognitive approaches and methodologies to improve 6 key transversal competences in our target group: problem solving, self-regulation, self-direction, flexibility and creative thinking.
- a tool to evaluate the mindset of the professionals on intelligence and cognition, inclusion, quality of life and employment of the target group.
- a tool to evaluate the mindset of organizations as present in their policy and strategies to support the cognitive orientation of their professionals.
- a tool to evaluate the learner's mindset and to what degree the cognitive methodologies results in a 'growth' mindset.

This document is the final report of the third outcome dedicated to the mindset of the organizations regarding Social Inclusion, Employment and Learning potential of persons with an intellectual disability vs Social inclusion and employment of persons with disabilities

In order to support implementation of efficient educational practices dedicated to adults with an intellectual disability, developing their transversal/cognitive skills, and increasing their participation to society and gaining an employment, the organizational context and policies are very important.

Organization is the framework in which all employed professionals have (or have not) the support for application of their competences and belief systems. The organizational setting and the managerial policies may encourage or even require from professionals to work toward the inclusive goals, to increase their competences on methodologies for support of transversal skills, or the organization may hinder and even cut off 'space' to use existing resources for such kind of educational practices, when e.g. they consider them useless or not relevant.

Research has revealed that employees are instinctively enough aware of the cultural mindset in their organization, giving a significant impact on their behavior and performance. Therefore, it is important to be aware of elements that are promoting, hindering or reinforcing the desired mindset of the professional within their 'professional' organizational environment.



## 1. Development process of the C&I mindset tools for organizations

The **C&I mindset tool 2 – organization** has been developed in the period 01/09/2018 – 31/05/2020.

The development of tools, aimed at innovation of the organizational processes for the strengthening of social inclusion and employment of adults with intellectual disabilities, has been initiated with some general considerations:

- an organization is «a combination of belief, vision and principles that guide actions across different operational contexts; a combination of conceptual, political and methodological frameworks»;
- organizations occupied in the services for the disability that would use the tool in different countries depart from diverse organizational cultures, diverse welfare systems as well as diverse organizational declinations;
- from the analysis of existing theories and literature it has emerged that there are no validated tools for assessment of organizational culture and environmental conditions sustaining the learning of adults with intellectual disabilities.
- project partners, after a different confrontations and discussions, have defined that the objective of IO3 will be to develop tools that will analyse the organizational framework in order to support and even encourage professionals to work toward the inclusive goals and to increase their competences to implement methodologies for support of transversal skills.

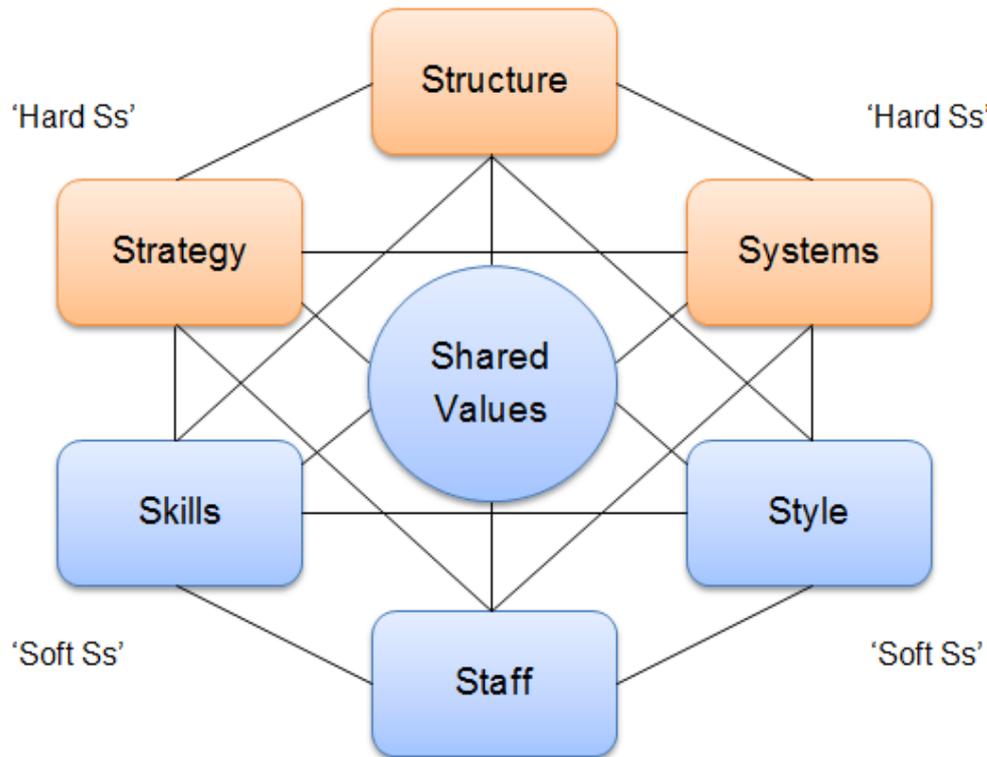
Development of two tools included in the IO3 have followed several preparatory phases:

1. Analysis of the literature and choice of the organizational pillars with which to start a path for confrontation and growth of a organizational culture (explicit and shared);
2. Phase of the tool development, involving European partners as well as the Local Expert Groups in each country;
3. Pilot phase and revision, finalization of the tools based on the provided feedback by partners and involved target groups.

In the follow, a summary of the main outcomes in each phase of the tool's development, in order to make explicit all steps the C&I partners have completed until the definition of the final version of the tools, presented as Annex 1 of this manual.

### 1.1. Analysis of the literature and choice of the organizational pillars for the survey

In this phase C&I partners led by the IO3 leader Irecoop Veneto made an analysis of the literature in order to check if there exist any reference models that would allow to choose organizational dimensions that may influence the professionals and persons with disabilities regarding the beliefs on inclusion and quality of life and employment.



After acknowledging the “McKinsey 7-S ORGANIZATIONAL MODEL” that allow to focus on the 7 organizational pillars that influence an organizational culture and in particular:

1. **STRATEGY** and that is *the plan devised to maintain and build “competitive advantage” over the competition (social changing)*. The concept is explainable with following specific questions: What is our strategy? How do we intend to achieve our objectives? How are changes in customer demands dealt with? How is strategy adjusted for environmental issues?
2. **STYLE** of *leadership adopted*, esplicitabile rispondendo a: How participative is the management/leadership style? How effective is that leadership? Are there real teams functioning within the organization or are they just nominal groups?
3. **STRUCTURE** -*the way the organization is structured and who reports to whom*: How is the company/team divided? What is the hierarchy? How do the various departments coordinate activities? How do the team members organize and align themselves? Is decision making and controlling centralized or decentralized?
4. **SYSTEM** that includes daily activities and procedures that staff members engage in to get the job done
5. **SHARED VALUES** e i core values of the company that are evidenced in the corporate culture and the general work ethic: What are the core values? What is the corporate/team culture? How strong are the values? What are the fundamental values that the company/team was built on?
6. **STAFF** and the composition of work teams/groups (professional qualifications, requirements explicated in the human resource management policies...)
7. **SKILLS** and competences required for certain roles and organizational responsibilities.



In one of the work sessions implemented with the partnership team there has been defined an aim to sustain the development of an organizational awareness related to the STRATEGY and to the management policy domain that can promote, hinder or reinforce the desired mind-set of professionals to achieve inclusive and employment goals for People with Disabilities.

And thus inside the work group has been shared a survey methodology:

- a) **Strategy:** documentation analysis (mission, vision, VET – HR policy – Quality system) using a check list that allow to explore if in the documents we can find KEY WORDS related to cognitive / inclusion and employment goals for People with Disabilities.
- b) **Management policies:** self-assessment questionnaire to make explicit the role of management to support and to create conditions for professionals working towards cognitive/transversal, inclusion and employment

## 1.2.Phase of the tool development

After the confrontation among all project partners and consultation with Local Expert groups, it has been decided to proceed with the development of two diverse tools both focusing on 4 macro-dimensions/areas:

- A Beliefs and values regarding the quality of life, inclusion and the possibility of improving transversal skills of persons with disabilities
- B Support for the networking
- C Conditions that facilitate professionals in planning, organizing, managing and controlling work
- D Innovation and support of a change

A multiplicity of contents related to the main objectives of both tools has been identified. Selection of the most relevant items to be included in the tools has been implemented using the Nominal group technique (NGT), a structured method for group brainstorming that encourages contributions from everyone and facilitates quick agreement on the relative importance of issues, problems, or solutions.

Mindset of the organization is a tool for internal reflection, evaluation of the organizational belief system regarding the Social Inclusion as present in their documents, decisions and practices to support the cognitive orientation of their professionals.

It includes:

- Questionnaire for the Management of organization
- Check-list for the Documentation Analysis

Objective of these tools is to provide organizations with an opportunity of self-evaluation regarding the level of “evolution” of their corporate mindset on development of the transversal skills of persons with disabilities in order to increase their inclusion and autonomy.



The outcome of the tool application in the organizational context is expected to be a common basis for the management for activation of improvement pathway and its revision time after time, by reapplying the tools and thus verifying the progress, the correctness of the chosen path and reevaluating how far or close the organization has arrived to the mindset supporting the self-determination, inclusion and autonomy of the person with disabilities.

For this reason, the objective of the tools is not to confront different situations, even if theoretically it could be possible, and neither to create rankings of quality or level, but instead to sustain the management in the strategic corporate reflection.

Once the tools are internalized and included in the organic of the entity, the organization should:

1. start to use the tools in a truthful way;
2. initiate an internal reflection on the basis of the results and outcomes by involving other organizational roles,
3. elaborate further improvement plans following the internal reflection and implement it;
4. verify changes in the mindset and thus in the efficiency of the improvement plans, through reapplication of the tools.

### **1.3. Testing stage of the IO2**

In order to verify validity of the developed questionnaire, during the first months of 2020 there has been implemented its test involving 24 organizations in 4 project countries (Belgium, Portugal, Bulgaria and Italy). The main purpose at this stage was to check if the tools, produced in the framework of the project can be considered comprehensive, understandable and able to discriminate diverse situations, keeping in mind also diverse organizational cultures and types of those entities that are occupied in the field of disabilities in different countries.

The testing of the tools showed that the tools, a part from small requested modifications, clarifications of used terms, are efficient and sensible, above all in rendering evident the diverse situations.



## 2. Description of the theoretical models

In order to define a tool that is able to sustain an analysis of the organizational settings and managerial policies to work toward the inclusive goal e towards development of transversal competences of persons with intellectual disabilities, the work group has used some constructions of the McKinsey 7s model.

The organizations that are managing services for persons with disabilities, that can be public or private, are experiencing an cultural revolution on representing themselves as an entity attentive to take care of all organizational assets, from economical and financial management to the human resource management. The McKinsey’s model, even if seeming very fare from actual cultural system of such organizations, is allowing to choose some priorities towards which to drive the development of the management awareness, including the levers for sustaining a change in the belief system and in the mindset of professionals that are working there.

### McKinsey 7s model

McKinsey 7s model was developed in 1980s by McKinsey consultants Tom Peters, Robert Waterman and Julien Philips with a help from Richard Pascale and Anthony G. Athos. Since the introduction, the model has been widely used by academics and practitioners and remains one of the most popular strategic planning tools.

It sought to present an emphasis on human resources (Soft S), rather than the traditional mass production tangibles of capital, infrastructure and equipment, as a key to higher organizational performance. The goal of the model was to show how 7 elements of the organization: Structure, Strategy, Skills, Staff, Style, Systems, and Shared values, can be aligned together to achieve effectiveness in an organization. The key point of the model is that all the seven areas are interconnected and a change in one area requires change in the rest of a firm for it to function effectively.

The model categorizes the seven elements as either "hard" or "soft":

Hard Elements	Soft Elements
Strategy Structure Systems	Shared Values Skills Style Staff



The 7-S model is a good framework to help an organization to ask the right questions, not for receiving all the answers, but for developing an organizational awareness on interaction among different components, on the priorities of the changes and on the modalities to pursue such changes. In order to use this model in a correct way and thus also for the tools developed by the partnership of the C&I project, it will be fundamental to bring together the right people with the right knowledge, skills and experience and plan-do-check-replan!

Let's summarize what the 7s elements of the model is representing and which principal questions should the Management Team (president, director, responsible, coordinators ecc) ask themselves

### **1 – Strategy**

Mission and vision are the statements for the organization answering questions, about who we are, what do we value, and where we're going.

The key questions may be: What is our strategy? How do we intend to achieve our objectives? How do we deal with competitive pressure? How are changes in customer demands dealt with? How is a strategy adjusted for the environmental issues?

In disability sector it can be translated, for example: what are disability services made for, what is their mission? What contribution to the society do they want to bring regarding the objectives of the social inclusion and quality of life of the persons with disabilities? How can they manage to maintain a balance between sustainability and pursuing of the social aims (vision)?

### **2- Structure**

The factor structure is how the company is organized. What does the organization chart look like? Here it is determined which department is responsible for which process and who reports to whom.

The key questions may be: How is the company/team divided? What is the hierarchy? How do the various departments coordinate activities? How do the team members organize and align themselves? Is decision making and controlling centralized or decentralized? Is this as it should be, given what we're doing? Where are the lines of communication? Explicit and implicit?

In disability sector it can be translated, for example: how is structured our organization? Who make decisions? What interactions are between different services, on what aspects and for what reasons? How the organizational solutions are analyzed regarding the general vision of the organization? For example, to what has been given a priority regarding the social inclusion and development of the competences of the persons with disabilities?



### **3 – Systems**

A system of an enterprise consists of the components like procedures for elaborate relations, for making decisions, implement controls, ecc (for example the system of information, the infrastructure, the processes, functions and financial systems).

The key questions may be: What are the main systems that run the organization? Consider financial and HR systems as well as communications and document storage. Where are the controls and how are they monitored and evaluated? What internal rules and processes does the team use to keep on track?

### **4 – Human resources**

This includes not only the work force, but also the processes of the recruitment and incentivisations of persons. Here can be added the capacity of the enterprise to attract and to preserve the talents, and to maintain them motivated and productive.

For example, HR policy is about what profile professionals do you hire, how do you motivate, train and reward your staff.

The key questions may be: What positions or specializations are represented within the team? What positions need to be filled? Are there gaps in required competencies?

### **5 – Style**

With the term “Style” it is possible to unite everything that corresponds to the organizational culture, including the behavior of management for pursuing objectives.

Therefore it is important to analyses if the leadership of the organization is efficient, if the persons collaborate or tend to be competitive, the orientation towards the clients’ needs, the quality, the security, the climate, the health and the organizational wellbeing.

The key questions may be:

How participative is the management/leadership style? How effective is that leadership? Do employees/team members tend to be competitive or cooperative? Are there real teams functioning within the organization or are they just nominal groups?

### **6 – Competences**

In order to favour a change in the organizational culture, it is fundamental to examine competences of the single employees that all together render the organization particular and unique. The competences may be technical (such as the design of certain products), social (communication, interpersonal competences) or transversal (as problem solving, the creativity, etc...).

The key questions may be: What are the strongest skills represented within the company/team? Are there any skills gaps? What is the team known for doing well? Do the current employees/team members have the ability to do the job? How are the skills monitored and assessed?



In disability sector this can be translate, for example: what key competences are necessary for being professional in the services for disabilities? Which are the priority competences? What interventions and support are necessary to answer the gaps found?

### **7- Shared values**

Shared values are belief system, the values and the modalities of doing that guide an enterprise. An organization has been set up with a certain idea (vision) of the founders (private or public). This radiates to all parts of the company. If the central values within a company change, this affects all factors within the company.

The key questions may be: What are the core values? What is the corporate/team culture? How strong are the values? What are the fundamental values that the company/team was built on?

In disability sector this can be translated, for example: what are the values characterizing the beginning of your organization? And what are they today? How are these values breaking down in all professionals involved in the support and sustain to the persons with disabilities? Are they explicit?

The working group of the intellectual outcome has selected some of the most interesting pillars of this model considering that organizations often have difficulties to think about their activities as something that can be break up into details following this model and that periodically should be revised as an object of the organizational development.



### 3. Tools developed and their pilot results

#### 3.1 Tool 1 - Questionnaire for Management of the Organization

The “Questionnaire for Management of the Organization” is a self-assessment questionnaire for the management of the organization. It aims to make explicit the role of management in creating the conditions permitting professionals to design and to implement paths for development of the transversal skills as a basis for Social Inclusion and Employment of persons with disabilities.

The questionnaire is divided into four thematic areas:

1. Beliefs and values regarding the quality of life, inclusion and the possibility of improving transversal skills of persons with disabilities
2. Support for the networking
3. Conditions that facilitate professionals in planning, organizing, managing and controlling work
4. Innovation and support of a change

At the end of completing the questionnaire, it is possible to use the file of "Indicators" to calculate the score obtained for each area.

In fact, each area has an indicator deriving from the answers given to each singular question. The score can vary from 0 to 1 (0 = minimum value, 1 = maximum value): the closer is the indicator to the value “1”, the more the management can be considered supportive towards the professionals in that thematic area.

Bellow we can see the test results in details for each section of the questionnaire.

For guaranteeing clear and correct representation of data, the analysis includes key results of the indicators, in other words will be demonstrated the score obtained by organizations that participate to the test, where it is meaningful and underlining also differences among different participating countries.



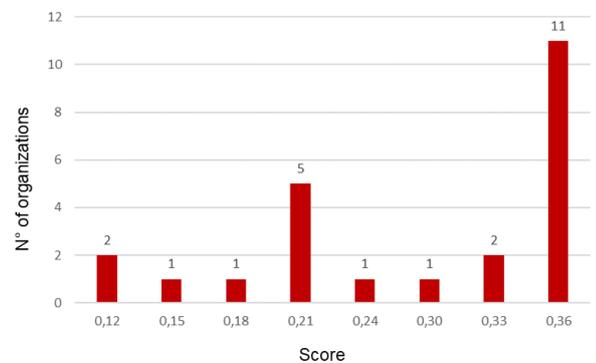
**Indicator A - BELIEFS AND VALUES ABOUT QUALITY OF LIFE, INCLUSION AND THE POSSIBILITY OF IMPROVING TRANSVERSAL SKILLS**

The indicator A is composed by the sum of points obtains from sub-indicators ( $\sum$  Ind\_A1; Ind\_A2; Ind\_A3)

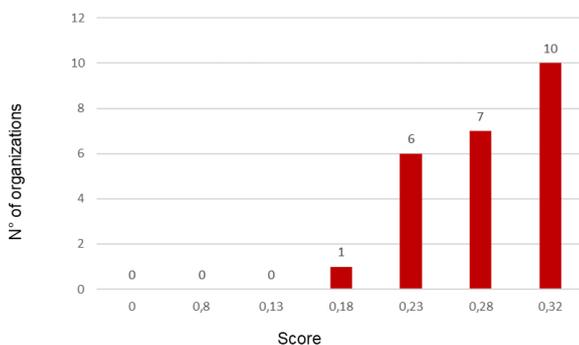
<i>Indicator A</i> ( $\sum$ Ind_A1; Ind_A2; Ind_A3)	<i>Value</i>
<b>Ind_A1</b> The organization promotes and/or supports paths of work, housing and/or social autonomy for people with disabilities in the territory/local community/social network?	Value min =0 Value Max=0,36
<b>Ind_A2</b> In the last 2 years, how many of the persons with disabilities, who attend the services, have had experiences in real contexts (work, living, sports, hobbies, ...) as result of the organizational efforts?	Value min =0 Value Max=0,32
<b>Ind_A3</b> Has the organization equipped itself with tools to collect the needs, desires and individual goals of people with disabilities?	Value min =0 Value Max=0,32

The indicator A1, that responds to the question “*The organization promotes and/or supports paths of work, housing and/or social autonomy for people with disabilities in the territory/local community/social network?*” and that foresees the minimum score equal to 0 and the maximum 0.36, shows that almost a half of organizations obtain the maximum of points, while the other part is distributing among other scores of the scale, of which 5 has score equal to 0,2.

A1. The organization promotes and/or supports paths of work, housing and/or social autonomy for people with disabilities in the territory/local community/social network?



A2. In the last 2 years, how many of the persons with disabilities, who attend the services, have had experiences in real contexts result of the organizational efforts?

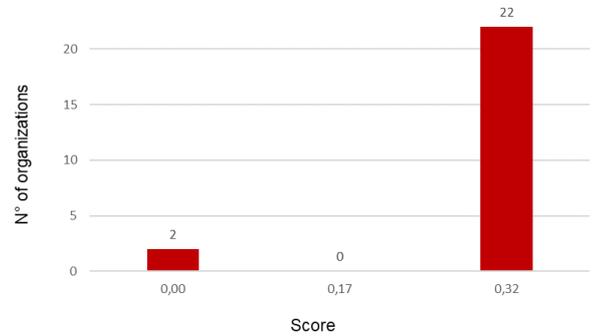


The indicator A2, that responds to the question “*In the last 2 years, how many of the persons with disabilities, who attend the services, have had experiences in real contexts result of the organizational efforts* and that foresees the minimum score equal to 0 and the maximum 0,32, show that the major part of the organizations position in the upper half of the scale with 10 organizations that has obtained the maximum points.



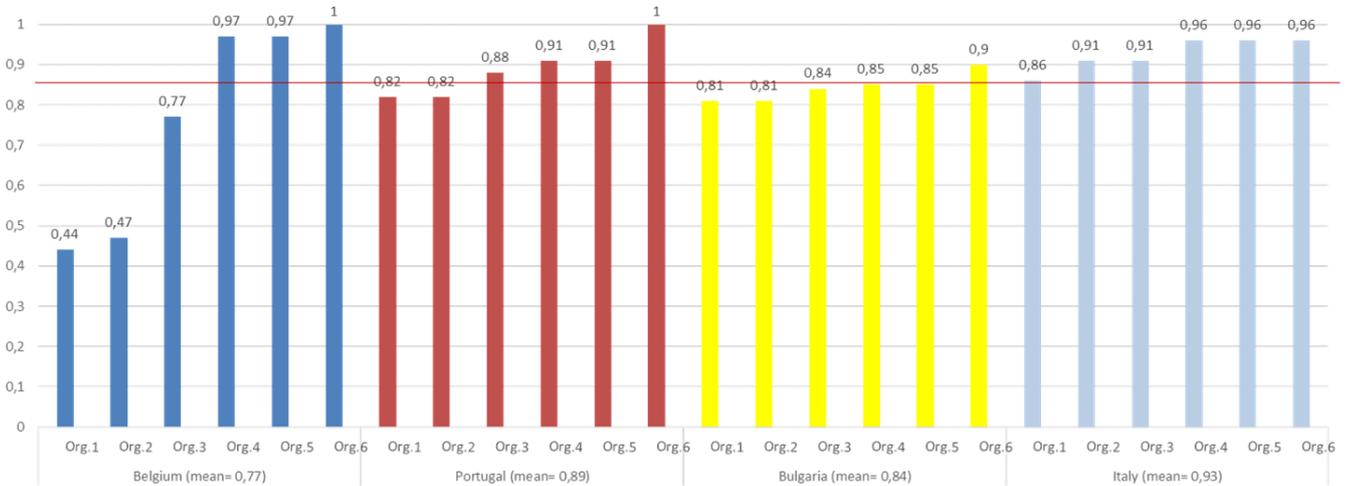
**A3. Has the organization equipped itself with tools to collect the needs, desires and individual goals of people with disabilities?**

The indicator A3, that responds to the question “*Has the organization equipped itself with tools to collect the needs, desires and individual goals of people with disabilities?*” and that foresees the minimum score equal to 0 and the maximum 0,32, sees almost all organizations to obtain the maximum of the scores. Only two organizations have indicated points equal to 0.



With the intention to provide a synthesis, the following graph shows scores of the whole indicator A “BELIEFS AND VALUES ABOUT QUALITY OF LIFE, INCLUSION AND THE POSSIBILITY OF IMPROVING TRANSVERSAL SKILLS”, separating from the sum the three sub-indicators A1, A2 and A3, for each participating organization, grouping them by the country of belonging. As it is evident from the graph that follows, the medium of obtained scores by the organizations is quiet high, equal to 0,85 (min=0; max=1).

**INDICATOR A - Each organization' score**





**Indicator B - SUPPORT TO THE NETWORKING**

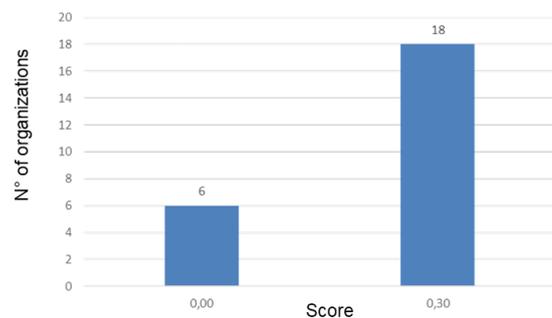
The indicator B is composed of the sum of scores obtained from the sub-indicators ( $\sum$  Ind\_B1; Ind\_B2; Ind\_B3)

<i>Indicator</i> ( $\sum$ Ind_B1; Ind_B2; Ind_B3)	<i>Value</i>
<b>Ind_B1</b> In the last 2 years has the management promoted meetings with the public entities in order to start new collaboration projects?	<i>Value min =0</i> <i>Value max =0,30</i>
<b>Ind_B2</b> In the last 2 years, has the organization collaborated with other organizations / professionals in the national or international level?	<i>Value min =0</i> <i>Value max =0,30</i>
<b>Ind_B3</b> In the last 2 years, has the organization collaborated with other organizations / professionals in the local or regional level?	<i>Value min =0</i> <i>Value Max=0,40</i>

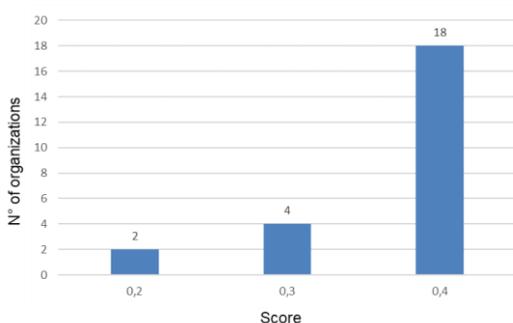
The indicator B1, that responds to the question “*In the last 2 years has the management promoted meetings with the public entities in order to start new collaboration projects?*” all the organizations that has participated in the test have obtained the maximum score 0,30.

The indicator B2, that responds to the question “*In the last 2 years, has the organization collaborated with other organizations / professionals in the national or international level* and that foresees the minimum score equal to 0 and the maximum 0,30, sees a large part of organizations (n=18) to obtain the maximum score.

B2. In the last 2 years, has the organization collaborated with other organizations / professionals in the national or international level?”



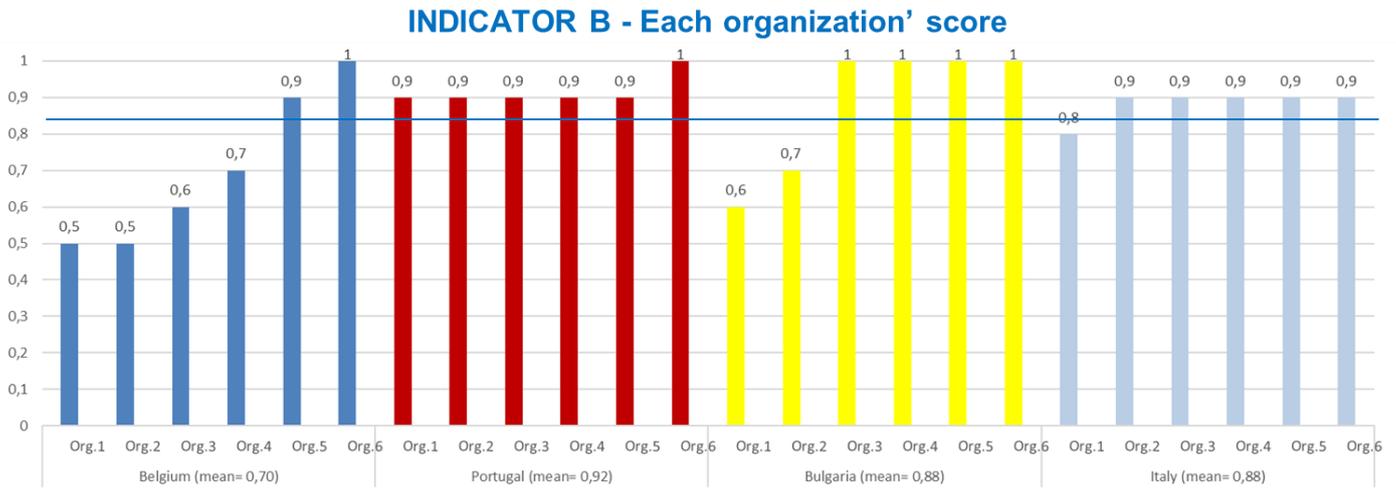
B3. In the last 2 years, has the organization collaborated with other organizations / professionals in the local or regional level?”



The indicator B3, “*In the last 2 years, has the organization collaborated with other organizations / professionals in the local or regional level?*” foresees the minimum score equal to 0 and the maximum 0,40, also in this case sees a large part of the organizations (n=18) to obtain the maximum, 4 organizations obtain the score 0,3, only 2 - 0,2.



The whole indicator B “SUPPORT TO THE NETWORKING”, shows the medium score in general quiet high, again equal to 0,85 (min=0; max=1) as the whole indicator A, even if it is possible to note a slight difference among the participating countries (es. Belgium M= 0,70 – Portugal M= 0,92)



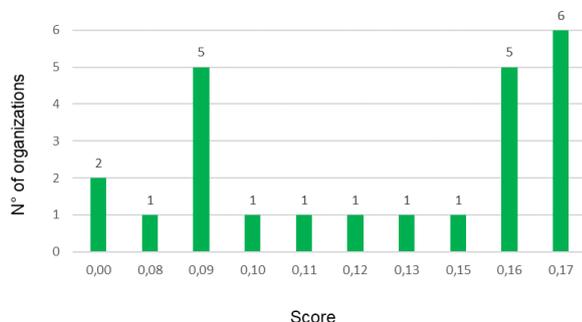


**Indicator C - CONDITIONS THAT FACILITATE OPERATORS IN PLANNING, ORGANIZING, MANAGING AND CONTROLLING WORK**

The indicator C is composed of the sum of scores obtained from the sub-indicators ( $\sum$  Ind\_C1; Ind\_C2; Ind\_C3; Ind\_C4; Ind\_C5; Ind\_C6)

<i>Indicator</i> ( $\sum$ Ind_C1; Ind_C2; Ind_C3; Ind_C4; Ind_C5; Ind_C6)	<i>Value</i>
<b>Ind_C1</b> In the last 2 years, has the management planned training activities for the social workers/educators?	Value min =0 Value max=0,17
<b>Ind_C2</b> Has the organization a "competence profile" for the selection of new social workers/educators that takes into account the mindset on the development of transversal skills of the person with disabilities, on its potential and on the inclusion?	Value min =0 Value max=0,17
<b>Ind_C3</b> Has the organization a "competence profile" for the professional development of social workers/educators that takes into account the mindset on the development of transversal skills of the person with disabilities, on its potential and on the inclusion?	Value min =0 Value max=0,16
<b>Ind_C4</b> When was the organization's vision updated the last time?	Value min =0 Value max=0,16
<b>Ind_C5</b> Has the organization set up an organizational and structural change process to achieve the goals of inclusion and quality of life for people with disabilities?	Value min =0 Value max=0,17
<b>Ind_C6</b> Is the organization provided with a quality system?	Value min =0 Value max=0,16

C1. In the last 2 years, has the management planned training activities for the social workers/educators?

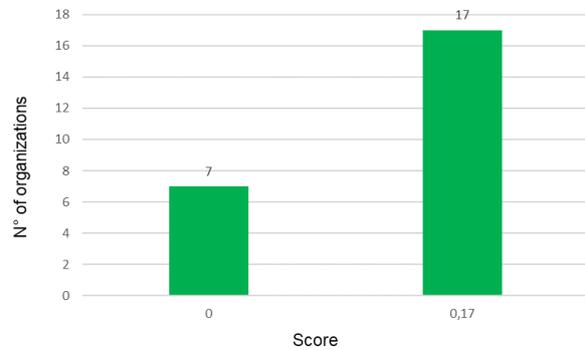


The indicator C1, “*In the last 2 years, has the management planned training activities for the social workers/educators?*” foresees the minimum score equal to 0 and the maximum 0,17. The graphic shows how the scores of organizations are distributed on the whole scale, even if with a light prevalence in the high part of the scale that is in the relation to the points equal to 0.16 and 0.17.

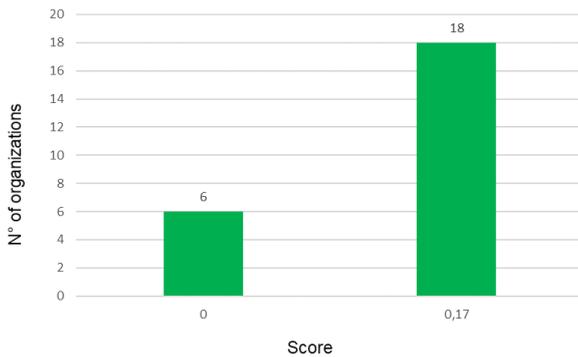


The indicator C2, that responds the question “*Has the organization a "competence profile" for the selection of new social workers/educators that takes into account the mindset on the development of transversal skills of the person with disabilities, on its potential and on the inclusion?*” foresees the minimum score equal to 0 and the maximum 0,17, obtained by 17 organizations.

C2. Has the organization a "competence profile" for the selection of new social workers/educators?



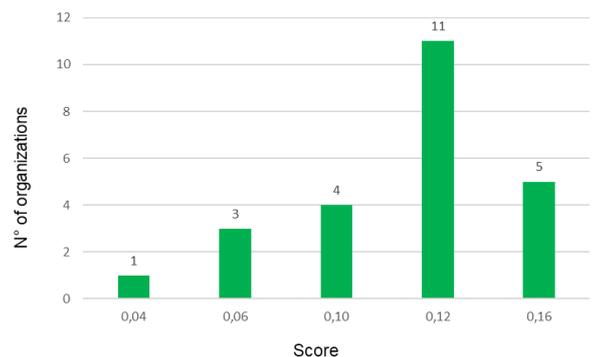
C3. Has the organization a "competence profile" for the professional development of social workers/educators?



Similar results has the indicator C3 “*Has the organization a "competence profile" for the professional development of social workers/educators that takes into account the mindset on the development of transversal skills of the person with disabilities, on its potential and on the inclusion?*” that sees 18 organizations obtaining the maximum score.

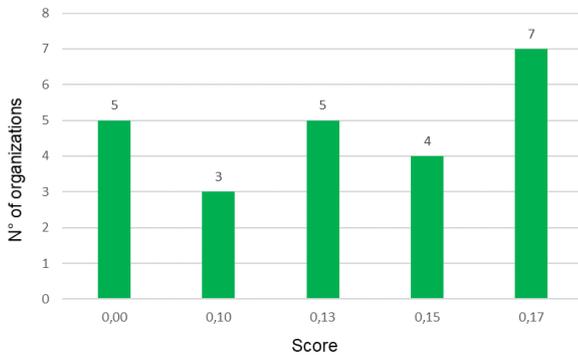
The indicator C4 “*When was the organization's vision updated the last time?*” foresees the minimum score equal to 0 and the maximum 0,16, shows the score of 24 organizations being distributed on the whole scale, with a peak of 11 organizations on the score 0,12 and 5 obtaining maximum score.

C4. When was the organization's vision updated the last time?





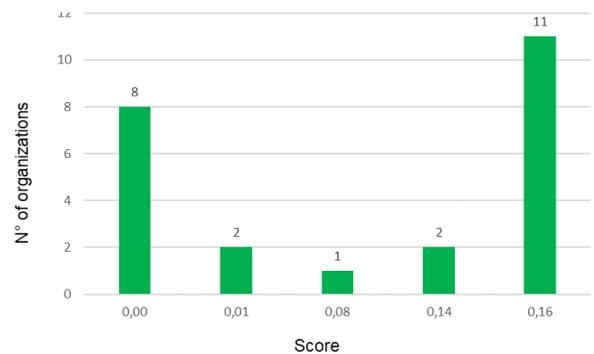
C5. Has the organization set up an organizational and structural change process to achieve the goals of inclusion and quality of life for people with disabilities?



The indicator C5 that responds the question “*Has the organization set up an organizational and structural change process to achieve the goals of inclusion and quality of life for people with disabilities?*” and that foresees the minimum score equal to 0 and the maximum 0,17, also in this case we see how the score of participating organizations distributes on the whole scale: 5 organizations have obtained the minimum score and other 7 have obtained the maximum equal to 0,17.

The indicator C6 “*Is the organization provided with a quality system?*” foresees the minimum score equal to 0 and the maximum 0,16. Almost half of organizations have obtained the maximum score, even if 8 organizations have declared that they do not have any quality system and thus have obtained score equal to 0 .

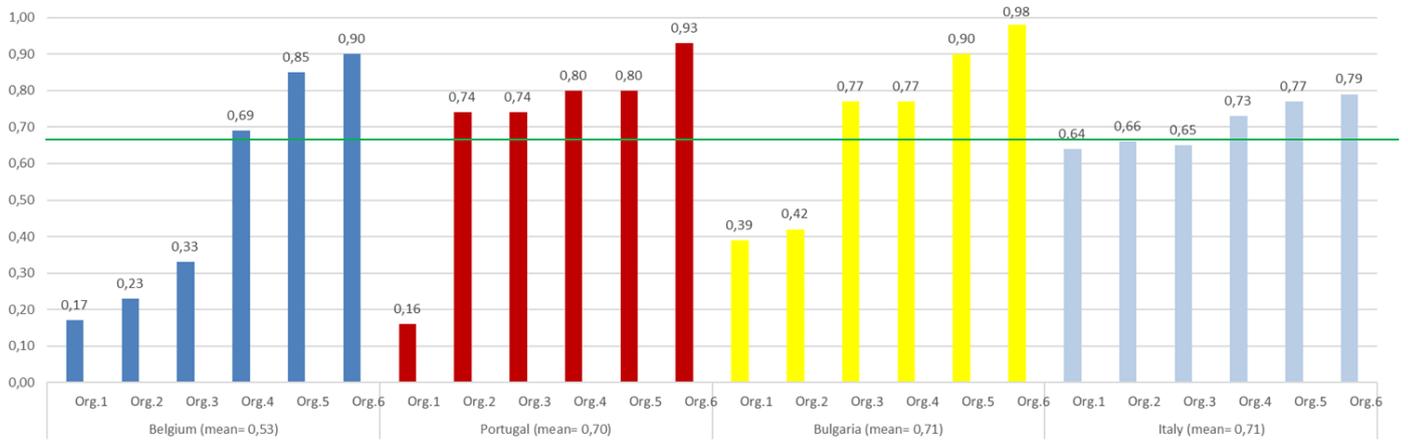
C6. Is the organization provided with a quality system?



The whole indicators C “**CONDITIONS THAT FACILITATE OPERATORS IN PLANNING, ORGANIZING, MANAGING AND CONTROLLING WORK**”, shows considerable decrease of the medium score of each organization in respect to other previous indicators. With the medium score of 0,66 (min=0; max=1) and sees again the Belgium with slightly lower medium scores than the medium scores of other 3 countries.



### INDICATOR C - Each organization's score





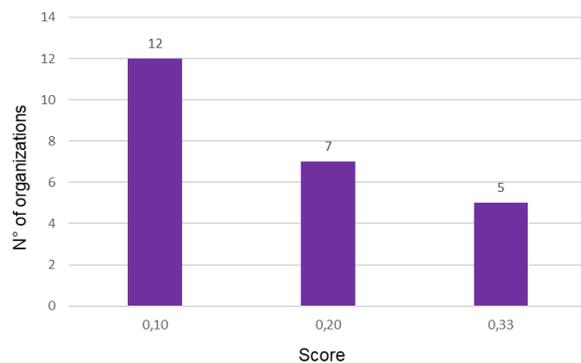
**Indicator D - INNOVATION AND SUPPORT OF A CHANGE**

The indicator D is composed from the sum of scores obtained in the sub-indicators ( $\sum$  Ind\_D1; Ind\_D2; Ind\_D3)

<i>Indicator</i>	<i>Value</i>
<b>Ind_D1</b> Who is the promoter of the innovative projects aimed at developing the quality of life of pwd?	Value min =0 Value max=0,33
<b>Ind_D2</b> In the last year, has the organization planned innovative actions?	Value min =0 Value max=0,34
<b>Ind_D3</b> To promote the development of potentiality of people with disabilities has the organization taken risks in the last 2 years?	Value min =0 Value max=0,33

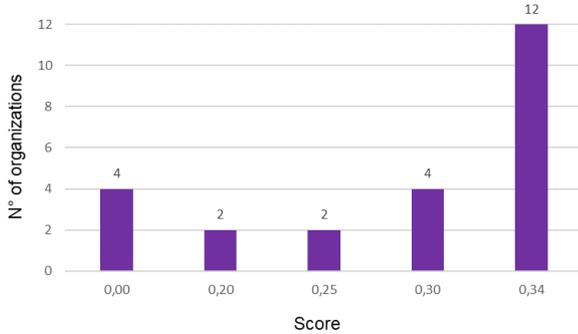
The indicator D1, “*Who is the promoter of the innovative projects aimed at developing the quality of life of pwd?*” that foresees the minimum score 0 and the maximum equal to 0,33, shows that 12 organizations have obtained a score equal to 0,10 (by indicating that the promoters of innovative projects should be organizations and national , local policy makers) and 5 organizations have obtained the maximum score by indicating that only the management of the organization should be the promoted of the innovative actions.

D1. Who is the promoter of the innovative projects aimed at developing the quality of life of pwd?



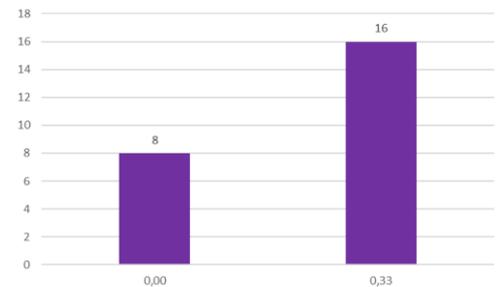


D2. In the last year, has the organization planned innovative actions?



The indicator D2, that answers the question “*In the last year, has the organization planned innovative actions?*” and that foresees the minimum score 0 and the maximum equal to 0,34. A half of the respondent organizations have obtained the maximum score, while the scores of the remaining half are distributed on the whole the scale. 4 organizations have obtained the minimum score.

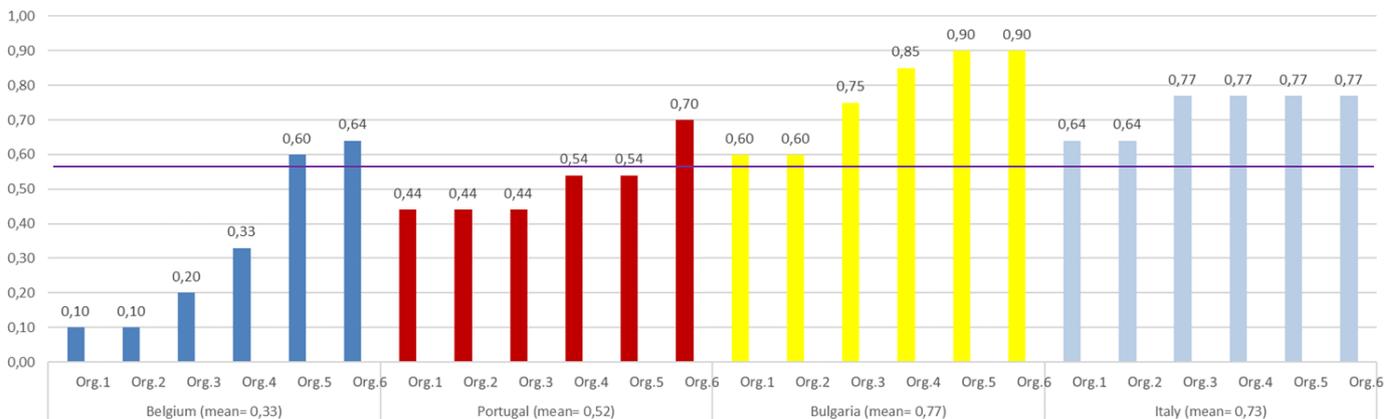
D3. To promote the development of potentiality of people with disabilities has the organization taken risks in the last 2 years?



The indicator D3, that answers the question “*To promote the development of potentiality of people with disabilities has the organization taken risks in the last 2 years?*” that foresees the minimum score 0 and the maximum equal to 0,33, sees one third of all participating organizations obtaining the minimum score while the other two thirds – the maximum.

Whole indicator D “INNOVATION AND SUPPORT OF A CHANGE”, that represents the sum of sub-indicators D1, D2, D3, shows the general medium as the lowest of all four indicators of the questionnaire, equal to 0,58 (min=0; max=1).

### INDICATOR D - Each organization' score





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In conclusion, the thematic areas on which the management of organizations should monitor in order to maintain at already high levels are those contained in the indicators “A – Beliefs and values about quality of life, inclusion and the possibility of improving transversal skills” and “B- Support to the networking” as the pilot resulted in stronger and consolidated way in all countries and organizations. A more important investment, on the other hand, should be focused on the areas in which the organizations have shown themselves to be weaker and less consolidated are the C- Conditions that facilitate operators in planning, organizing, managing and controlling work” and the one linked to the innovations “D - Innovation and support of a change”.



### 3.2. Tool 2 – Documental analysis

This tool has been created for analyzing the documents elaborated by the organization (vision, mission, human resources management, training plan, quality system, ) in order to verify the presence or not of the objectives for the development of the transversal skills, Social inclusion and employment of people with disabilities within these documents.

The purpose of the analysis of the documents is to start a reflection within the organization on how much the organization is working in order to favor the development of transversal skills and the inclusion of people with disabilities.

The tool consists of four thematic areas, the same dimensions present also in the questionnaires:

1. Beliefs and values about the Quality of Life, Inclusion and the possibility of improving Transversal skills;
2. Support for networking
3. Conditions that facilitate professionals in planning, organizing, managing and controlling work
4. Innovation and support for change

For each thematic area the check-list include:

- a list of the dimensions to be searched in the documents (1st column),
- some examples to help understand the dimension (2nd column),
- a possibility to indicate whether the dimension in question is present in one of the documents (3rd column)
- a possibility of indicating in which organization document is present (4th column).

This tool does not generate scores but is functional for reflection and discussion within the organization.

Now let's see in details for each section of the check list results of the implemented pilots. In total, have been completed 23 check-lists with following division among participating countries: 6 Belgium, 5 Portugal, 6 Bulgaria, 6 Italy.

#### **A - Beliefs and values about quality of life, inclusion and the possibility of improving transversal skills**

The key terms that had to be found inside the organization documents under the first thematic area A are following:

- A1) Material, emotional, physical wellbeing
- A2) Respect for the individuality
- A3) Autonomy



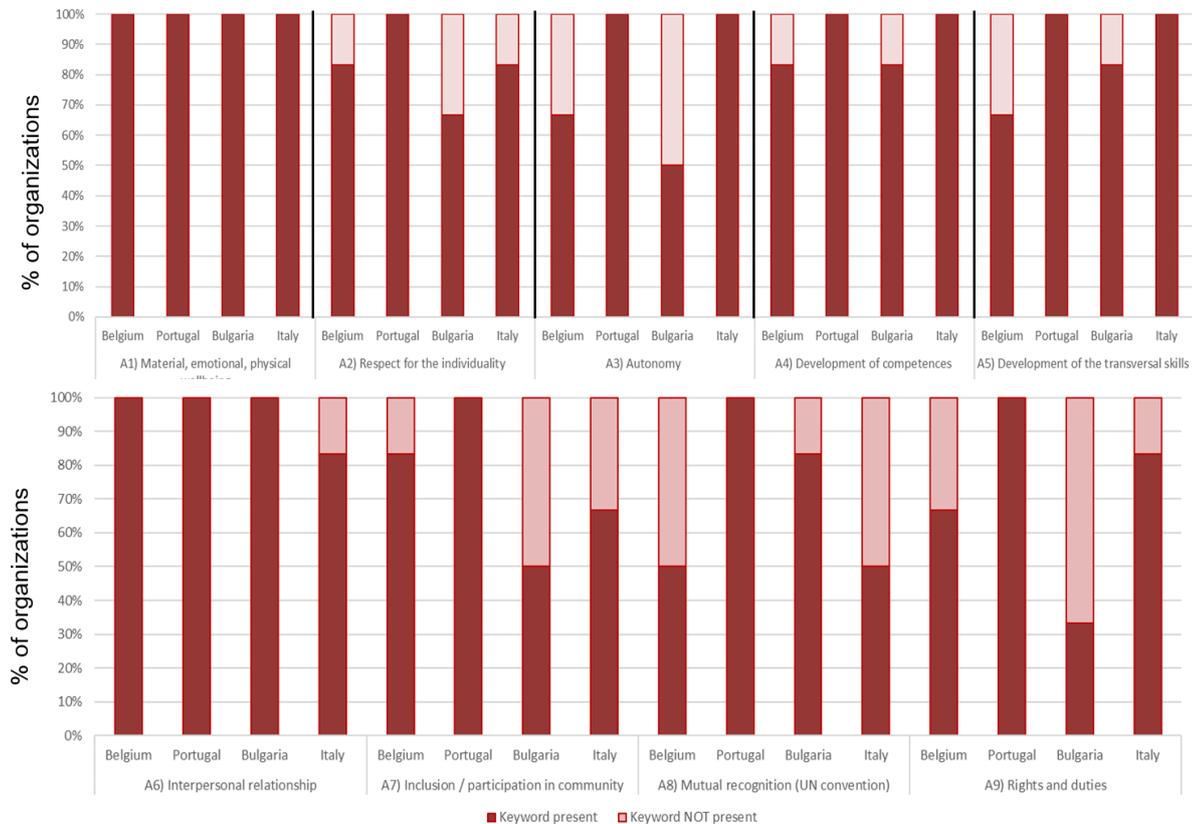
- A4) Development of competences
- A5) Development of the transversal skills
- A6) Interpersonal relationship
- A7) Inclusion / participation in community
- A8) Mutual recognition (UN convention)
- A9) Rights and duties

The following graphic represents in % the presence or absence of each key word in the documentation of the organization, divided per countries.

While on the key words “Material, emotional, physical wellbeing” and “Interpersonal relationship” all organizations have indicated their presence in the analyzed documentation, for other terms it is possible to observe the differences inside the same country as well as between different countries.

**A - Beliefs and values about quality of life, inclusion and the possibility of improving transversal skills**

*Presence of each keyword in the document - for each country*





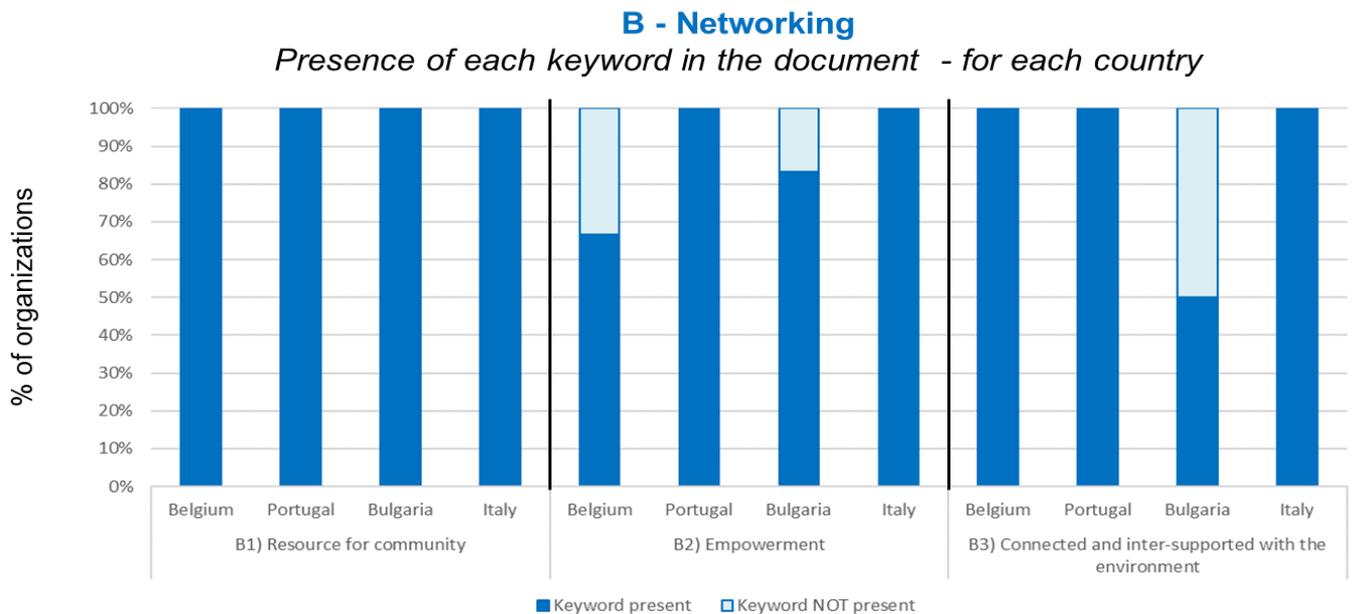
**B – Networking**

The key words that had to be searched under the second thematic area B were following:

- B1) Resource for community
- B2) Empowerment
- B3) Connected and inter-supported with the environment

The following graphic represents the percentage of organizations, divided by the countries, how many key words have been found at least in one document.

The key word “Resource for community” is present in all 23 organizations that have experimented this tool, while the words “empowerment” and “connected and inter-supported with the environment” have differences, especially among organizations coming from Belgium.



**C – Conditions that facilitate operators in planning, organizing, managing and controlling work**

The key words, that had to be identified inside the organization documents and that belong to the thematic area C are following:

- C1) Taking risks versus safety
- C2) Personalization of interventions
- C3) Constant evaluation and self-criticism
- C4) Professionalism: continuous training, innovation, courage, challenge

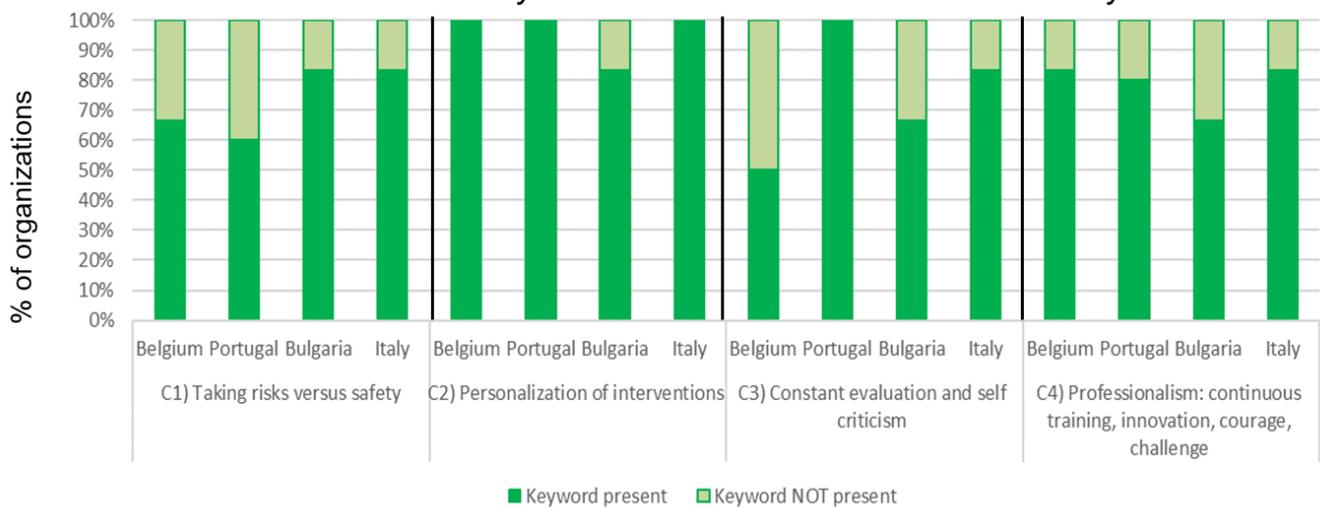


In the following graphic it is possible to see the test results, percentage of organizations that have identified the key words, divided in the countries of belonging.

In this case there are no term that would be present in all participating organizations, even if “personalization of interventions” is present in all organizations from Belgium, Italy and Portugal that have tested the tool, but not in those of the Bulgaria.

### C - Conditions that facilitate operators in planning, organizing, managing and controlling work

Presence of each keyword in the document - for each country



### D – Innovation and support of a change

The key words that had to be identified in the documents as the ones belonging to the thematic area D are following:

D1) Social innovation

D2) Supply chain approach

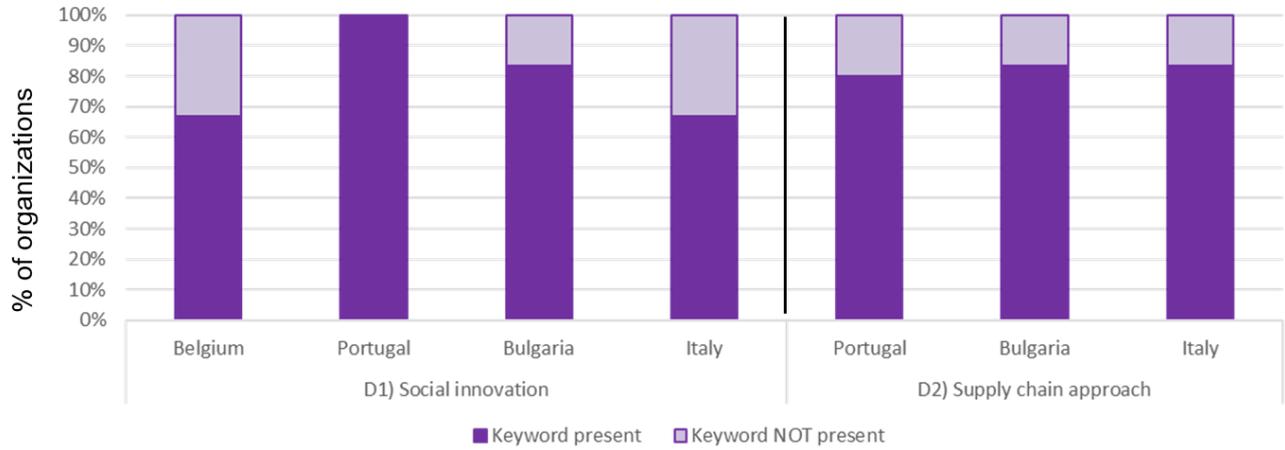
In the following graphic is visible in what percentage the indicated key words are present at least in one organizational document, divided in the groups of countries of belonging.

The concept of “social innovation” is present in at least one document of all organizations from Portugal but only 60% of those from Belgium and Italy and 80% of those from Bulgaria. For the concept of “supply chain approach”, that is the control over the all supply chain, at least 80% of organizations has indicated that it is present at least in one document (organizations from Belgium have not answered this question).



### D - Innovation and support of a change

*Presence of each keyword in the document - for each country*





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## **Appendix 1: General instructions**



## **MINDSET OF THE ORGANIZATION**

### **Instructions for completing the tools**

#### ***Project “Cognition & Inclusion”***

"Cognition & Inclusion" is an Erasmus+ Strategic Partnership project, that addresses the adaptive and transversal skills necessary to become a successful participant in our society. Adults with a learning disability are often missing these skills as they are not part of the curriculum or training.

“C&I” wants to reflect on successfully implemented cognitive models, disseminate these approaches, and contribute to optimal conditions for successful training on the level of the professionals and of the organization that supports the adult. The project objective - at the end - is to promote the quality of live, inclusion and job opportunities of the target group.

#### ***Mindset of the organization regarding Social Inclusion, Employment and Learning potential of persons with an intellectual disability vs Social inclusion and employment of persons with disabilities***

In order to support the best implementation of educational practices - dedicated to adults with an intellectual disability, developing their transversal/cognitive skills, and creating chances for inclusive participation to society and employment, the organizational framework, environment is very important, as being the context in which professionals have (or have not) the support for using their competences. The organizational setting may support and even encourage professionals to work toward the inclusive goals and to increase their competences to implement methodologies for support of transversal skills, or the organization may hinder and even cut off 'space' to use the resources for such kind of educational practices, when e.g. they consider them useless or not relevant.

Research has revealed that employees are instinctively enough aware of the cultural mindset in their organization, giving a significant impact on their behavior and performance. Therefore, it is important to be aware of elements that are promoting, hindering or reinforcing the desired mindset of the professional within their 'professional' organizational environment.

The C&I Mindset of the organization is a tool for evaluation of the organizational mindset as present in their documents, decisions and practices to support the cognitive orientation of their professionals. It includes:

- Check-list for the Documentation Analysis
- Questionnaire for the Management of organization



### ***How to use the Mindset tools***

Project team recommends filling both tools collegially by the management of the organization, in a meeting of different level managers/coordinators/responsible. This kind of meeting would permit confrontation regarding the issues proposed by the tools also through sharing information, points of view from different areas, departments and professionals of the same organization.

Objective is to reflect together about the actual mindset of the organization towards Social Inclusion & Employment of persons with disabilities and to recognize the elements for further development, improvement.

### ***Questionnaire for Management of the Organization***

This is a self-assessment questionnaire for the management of the organization. It aims to make explicit the role of management in creating the conditions permitting professionals to design and to implement paths for development of the transversal skills as a basis for Social Inclusion and Employment of persons with disabilities.

The questionnaire is divided into four thematic areas:

1. Beliefs and values regarding the quality of life, inclusion and the possibility of improving transversal skills of persons with disabilities
2. Support for the networking
3. Conditions that facilitate professionals in planning, organizing, managing and controlling work
4. Innovation and support of a change

At the end of completing the questionnaire, it is possible to use the file of "Indicators" to calculate the score obtained for each area.

In fact, each area has an indicator deriving from the answers given to each singular question. The score can vary from 0 to 1 (0 = minimum value, 1 = maximum value): the closer is the indicator to the value "1", the more the management can be considered supportive towards the professionals in that thematic area.

### ***Documental analysis***

This tool has been created for analyzing the documents elaborated by the organization (vision, mission, human resources management, training plan, quality system, ...) in order to verify the presence or not of the objectives for the development of the transversal skills, Social inclusion and employment of people with disabilities within these documents.

The purpose of the analysis of the documents is to start a reflection within the organization on how much the organization is working in order to favor the development of transversal skills and the inclusion of people with disabilities.



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The tool consists of four thematic areas:

1. Beliefs and values about the Quality of Life, Inclusion and the possibility of improving Transversal skills;
2. Support for networking
3. Conditions that facilitate professionals in planning, organizing, managing and controlling work
4. Innovation and support for change

For each thematic area the check-list include:

- list of the dimensions to be searched in the documents (1st column),
- some examples to help understand the dimension (2nd column),
- the possibility to indicate whether the dimension in question is present in one of the documents (3rd column)
- the possibility of indicating in which organization document is present (4th column).

This tool does not generate scores but is functional for reflection and discussion within the organization.



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**App 2: Self assessment questionnaire for the management + Indicators for evaluation of the results from the Management Questionnaire**



**Self assessment questionnaire for the management**

**A - Beliefs and values about quality of life, inclusion and the possibility of improving transversal skills**

**1. The organization promotes and supports paths of work and/or housing and/or social autonomy for people with disabilities in the territory/local community/social network<sup>1</sup>?**

- Yes       No

**If yes,**

1.1. Is the monitoring of processes/projects/activities foreseen?

- Yes       No

1.1.1. If yes, how often these aspects are monitored?

	Once every six months	Once a year	Less than once a year	Never
• Implementation of the planned activities				
• Correct use of the resources (human, €, ...)				
• Maintaining the inclusive approach over time				
• Satisfaction of the people with disabilities				
• Monitoring of Quality of Life				
• Satisfaction of family member				

1.2. How do you monitor the process/projects/activities?

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1.3. How many persons with disabilities do you get involved in the last 2 years?

N° \_\_\_\_\_

<sup>1</sup> Please choose the best lable that fits your own context



**2. In the last 2 years, how many of the persons with disabilities, who attend the services, have had experiences in real contexts (work, living, sports, hobbies, mobility ...) as result of organizational efforts?**

- Non
- Less than 10%
- Between 10% and 30%
- Between 31% and 50%
- Between 51% and 70%
- Between 71% and 90%
- From 91 to 100%

**3. Has the organization equipped itself with tools to collect the needs, desires and individual goals of people with disabilities?**

- Yes       No

If so, is the collected information used to define the individualized project of the person with disabilities?

- Yes       No

#### **B - Support to the networking**

**4. In the last 2 years has the management promoted meetings with the public entities in order to start new collaboration projects?**

- Yes       No

**5. In the last 2 years, has the organization collaborated with other organizations / professionals in the national or international level?**

- Yes       No

**6. In the last 2 years, has the organization collaborated with other organizations / professionals in the local or regional level?**

- Yes       No

6. If yes, indicate in the following table, for each of the subjects listed, the type and method of collaboration:



<i>Organization</i>	<i>Type of collaboration</i>	<i>Modality of the collaboration (if foreseen or if already exists)</i>
Public entities (labour, health, social,...)	<input type="checkbox"/> No collaboration <input type="checkbox"/> Planned collaboration <input type="checkbox"/> Already active collaboration	<input type="checkbox"/> Co-projecting of services/ interventions <input type="checkbox"/> Implementation of projects/ activities in common <input type="checkbox"/> Fundraising activities in common <input type="checkbox"/> Awareness raising activities for the population <input type="checkbox"/> Other (please, specify)
Third Sector organizations (cultural. Social, ...)	<input type="checkbox"/> Not applicable <input type="checkbox"/> No collaboration <input type="checkbox"/> Planned collaboration <input type="checkbox"/> Already active collaboration	<input type="checkbox"/> Co-projecting of services/ interventions <input type="checkbox"/> Implementation of projects/ activities in common <input type="checkbox"/> Fundraising activities in common <input type="checkbox"/> Awareness raising activities for the population <input type="checkbox"/> Other (please, specify)
Profit companies/ Professionals, experts	<input type="checkbox"/> No collaboration <input type="checkbox"/> Planned collaboration <input type="checkbox"/> Already active collaboration	<input type="checkbox"/> Co-projecting of services/ interventions <input type="checkbox"/> Implementation of projects/ activities in common <input type="checkbox"/> Fundraising activities in common <input type="checkbox"/> Awareness raising activities for the population <input type="checkbox"/> Other (please, specify)
School, vocational/educational center	<input type="checkbox"/> No collaboration <input type="checkbox"/> Planned collaboration <input type="checkbox"/> Already active collaboration	<input type="checkbox"/> Co-projecting of services/ interventions <input type="checkbox"/> Implementation of projects/ activities in common <input type="checkbox"/> Fundraising activities in common <input type="checkbox"/> Awareness raising activities for the population <input type="checkbox"/> Other (please, specify)



**C - Conditions that facilitate operators in planning, organizing, managing and controlling work**

**7. In the last year, has the management carried out training activities for the professionals?**

- Yes       No

If yes, which of the following topics have been the subject of training?

- Support tools for the design of individual plans, projects  YES  NO
- Development of a network approach  YES  NO
- Development of the transversal skills of persons with disabilities  YES  NO
- Quality of life of people with disabilities  YES  NO
- Creating inclusive environment  YES  NO
- Others \_\_\_\_\_  YES  NO

**8. Who have been involved in the training course?**

- Educators                       Yes (% of all educators - \_\_\_\_\_)       No     Not Applicable<sup>2</sup>
- Social workers                 Yes (% of all social workers - \_\_\_\_\_)       No     Not Applicable<sup>3</sup>
- Coordinators                  Yes (% of all coordinators - \_\_\_\_\_)       No     Not Applicable
- Management                  Yes (% of all members - \_\_\_\_\_)       No
- Others                          Yes (% of all coordinators - \_\_\_\_\_)       No

**9. Has the organization a "competence profile" for the selection of new professional that takes into account the beliefs system on the development of transversal skills of the person with disabilities (problem solving, creativity, ...), on its potential and on the inclusion?**

- Yes       No

**10. Has the organization a "competence profile" for the professional development of professional that takes into account the beliefs system on the development of transversal skills of the person with disabilities, on its potential and on the inclusion?**

- Yes       No

<sup>2</sup> Please choose this answer only if educators are not included in your organization

<sup>3</sup> Please choose this answer only if social workers are not included in your organization



**11. When was the organization's vision and values updated the last time?**

- This year or last year
- 2 to 5 years ago
- 5 to 10 years ago
- More than 10 years ago

Has the vision been updated / developed with the active involvement of the organization's professional?

- Yes  No

**12. Has the organization set up an organizational and structural change process to achieve the goals of inclusion and quality of life for people with disabilities?**

- Yes  No

If yes, how?

- Housing solutions in urban contexts  Yes  No
- Activities in small groups  Yes  No
- Paths for the job placement outside “the services”  Yes  No
- Volunteering activities for the people with disabilities  Yes  No
- Other. (Please mention....)\_\_\_\_\_

**13. Has the organization implemented a quality system?**

- Yes  No

If yes, does the quality system provide indicators on the quality of life of the people with disabilities?

- Yes  No

If yes, which ones?

- physical well-being  Yes  No
- material well-being  Yes  No
- emotional well-being  Yes  No
- self-determination  Yes  No
- personal development  Yes  No
- interpersonal relationships  Yes  No
- social inclusion  Yes  No
- rights and empowerment  Yes  No



**14. How much has the organization invested in the last year for the development of the potential of people with disabilities and for the individualized projects?**

- Budget in EUR \_\_\_\_\_, that is \_\_\_\_\_% of the total budget/turnover (disability services).
- Number of staff working hours \_\_\_\_\_

**D - Innovation and support of a change**

**15. Who is the promoter of the innovative projects aimed at developing the quality of life of people with disability?**

- National policy makers (eg Ministry)  Yes  No
- Local policy makers (eg municipality, health and/or social care entity ...)  Yes  No
- Management of the organization  Yes  No
- Social workers/educators  Yes  No
- Families  Yes  No
- Persons with disabilities  Yes  No
- Foundations  Yes  No
- Benefactors  Yes  No
- Others  Yes  No

**16. In the last year, has the organization implemented innovative actions?**

YES  NO

**16.1. If yes, which ones?**

- New / different services  Yes  No
- New / different products  Yes  No
- New / different organizational methods  Yes  No
- New recipients/clients  Yes  No
- Others  Yes  No

**17. To promote the development of potentiality of people with disabilities, has the organization taken risks in the last 2 years (e.g. legal, economical, educational, organizational, ...)?**

Yes  No



**18. What conditions hinder the development of innovative projects in your organization?**

- Budget  Yes  No
- Lack of “ideas”  Yes  No
- Team, staff, human resources of the organization  Yes  No
- Legal constrains  Yes  No
- Resistance of the stakeholders (Public institutions, families, local community, other...)  Yes  No



**INDICATOR A: BELIEFS AND VALUES ABOUT QUALITY OF LIFE, INCLUSION AND THE POSSIBILITY OF IMPROVING TRANSVERSAL SKILLS**

Indicator	Values	Score obtained
<p><b>Ind_ A1</b></p> <p>1. The organization promotes and/or supports paths of work, housing and/or social autonomy for people with disabilities in the territory/local community/social network?</p> <p><i>Value min =0 Value Max=0,36</i></p>	<ul style="list-style-type: none"> <li>No</li> </ul>	= 0
	<ul style="list-style-type: none"> <li>Paths have been promoted, but NOT monitored</li> </ul>	= 0,04
	<p><b>If monitored:</b></p> <ul style="list-style-type: none"> <li>If monitored, “implementation of the planned activities” almost every six months</li> <li>If monitored, “implementation of the planned activities” but over six months</li> <li>Not monitored</li> </ul>	= 0,06 =0,03 =0
	<ul style="list-style-type: none"> <li>If monitored, “correct use of the resources” almost every six months</li> <li>If monitored, “correct use of the resources” but over six months</li> <li>Not monitored</li> </ul>	= 0,06 =0,03 =0
	<ul style="list-style-type: none"> <li>If monitored, “maintaining the inclusive approach over time” almost every six months</li> <li>If monitored, “maintaining the inclusive approach over time” but over six months</li> <li>Not monitored</li> </ul>	= 0,06 =0,03 =0
	<ul style="list-style-type: none"> <li>If monitored, “satisfaction of the people with disabilities” almost once a year</li> <li>If monitored, “satisfaction of the people with disabilities” but over once a year</li> <li>Not monitored</li> </ul>	= 0,06 =0,03 =0



	<ul style="list-style-type: none"> <li>• If monitored, “monitoring of quality of life” almost once a year</li> <li>• If monitored, “monitoring of quality of life” but over once a year</li> <li>• Not monitored</li> </ul>	= 0,06 =0,03 =0	
	<ul style="list-style-type: none"> <li>• If monitored, “satisfaction of family member” almost once a year</li> <li>• If monitored, “satisfaction of family member” but over once a year</li> <li>• Not monitored</li> </ul>	= 0,06 =0,03 =0	
<b>Ind_ A2</b> 2.In the last 2 years, how many of the persons with disabilities, who attend the services, have had experiences in real contexts (work, living, sports, hobbies, ...) as result of the organizational efforts?  <i>Value min =0 Value Max=0,32</i>	<ul style="list-style-type: none"> <li>• Non</li> </ul>	= 0	
	<ul style="list-style-type: none"> <li>• Less than 10%</li> </ul>	= 0,8	
	<ul style="list-style-type: none"> <li>• Between 10% and 30%</li> </ul>	= 0,13	
	<ul style="list-style-type: none"> <li>• Between 31% and 50%</li> </ul>	= 0,18	
	<ul style="list-style-type: none"> <li>• Between 51% and 70%</li> </ul>	= 0,23	
	<ul style="list-style-type: none"> <li>• Between 71% and 90%</li> </ul>	= 0,28	
	<ul style="list-style-type: none"> <li>• From 91 to 100%</li> </ul>	= 0,32	
<b>Ind_ A3</b> 3.Has the organization equipped itself with tools to collect the needs, desires and individual goals of people with disabilities?  <i>Value min =0 Value Max=0,32</i>	<ul style="list-style-type: none"> <li>• Tools are not present</li> </ul>	= 0	
	<ul style="list-style-type: none"> <li>• Tools are present, but NOT used to define the individualized projects</li> </ul>	= 0.17	
	<ul style="list-style-type: none"> <li>• Tools are present and used to define the individualized projects</li> </ul>	= 0.32	
<b>TOTAL <math>\Sigma</math>( Ind_A1; Ind_A2; Ind_A3)</b>			



**INDICATOR B: SUPPORT TO THE NETWORKING**

Indicator	Value	Score obtained
<p><b>Ind_B1</b> 4. In the last 2 years has the management promoted meetings with the public entities in order to start new collaboration projects?</p> <p><i>Value min =0 Value max =0,30</i></p>	<p>Yes = <b>0,30</b> No = <b>0</b></p>	
<p><b>Ind_B2</b> 5. In the last 2 years, has the organization collaborated with other organizations / professionals in the national or international level?</p>	<p>Yes = <b>0,30</b> No = <b>0</b></p>	
<p><b>Ind_B3</b> 6. In the last 2 years, has the organization collaborated with other organizations / professionals in the local or regional level?</p> <p><i>Value min =0 Value Max=0,40</i></p>	<p>No = <b>0</b></p> <p><b>If Yes:</b></p>	
<p>Ind_B3.1 Public entities</p>	<ul style="list-style-type: none"> <li>• No collaboration = <b>0</b></li> <li>• Planned collaboration = <b>0,05</b></li> <li>• Already active collaboration = <b>0,10</b></li> </ul>	
<p>Ind_B3.2 Third Sector organizations</p>	<ul style="list-style-type: none"> <li>• No collaboration = <b>0</b></li> <li>• Planned collaboration = <b>0,05</b></li> </ul>	



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	<ul style="list-style-type: none"> <li>• Already active collaboration = <b>0,10</b></li> <li>• Not applicable = <b>0,10</b></li> </ul>	
Ind_B3.3 Profit companies/professionals, experts	<ul style="list-style-type: none"> <li>• No collaboration = <b>0</b></li> <li>• Planned collaboration = <b>0,05</b></li> <li>• Already active collaboration = <b>0,10</b></li> </ul>	
Ind_B3.4 School, vocational/educational center	<ul style="list-style-type: none"> <li>• No collaboration = <b>0</b></li> <li>• Planned collaboration = <b>0,05</b></li> <li>• Already active collaboration = <b>0,10</b></li> </ul>	
<b>TOTAL <math>\Sigma</math>( Ind_B1; Ind_B2; Ind_B3)</b>		



**INDICATOR C: CONDITIONS THAT FACILITATE OPERATORS IN PLANNING, ORGANIZING, MANAGING AND CONTROLLING WORK**

Indicator	Value	Punteggio ottenuto
<b>Ind_ C1</b> 7. In the last 2 years, has the management planned training activities for the social workers/educators?  <i>Value min =0 Value Max=0,17</i>	<ul style="list-style-type: none"> <li>No = <b>0</b></li> </ul>	
	<ul style="list-style-type: none"> <li>Yes and 1 subject has been addressed (excluding “Development of transversal skills” and “Quality of life of persons with disabilities”) = <b>0,01</b></li> </ul>	
	<ul style="list-style-type: none"> <li>Yes and 2 subject has been addressed (excluding “Development of transversal skills”, “Quality of life of persons with disabilities” and “creating inclusive environments”) = <b>0,02</b></li> </ul>	
	<ul style="list-style-type: none"> <li>Yes and at least one of following subjects addressed “Development of transversal skills”, “Quality of life of persons with disabilities” and “creating inclusive environments” = <b>0,03</b></li> </ul>	
	<ul style="list-style-type: none"> <li>Yes and the subjects “Development of transversal skills”, “Quality of life of persons with disabilities” and “creating inclusive environments” have been addressed = <b>0,05</b></li> </ul>	
	If yes:	
Ind_C1.1 Educators involved	<ul style="list-style-type: none"> <li>Between 0% and 50% = <b>0,01</b></li> </ul>	
	<ul style="list-style-type: none"> <li>Between 51% and 70% = <b>0,02</b></li> </ul>	
	<ul style="list-style-type: none"> <li>Between 71% and 100% = <b>0,03</b></li> </ul>	
	<ul style="list-style-type: none"> <li>Not applicable = <b>0,03</b></li> </ul>	
Ind_C1.2 Social workers involved	<ul style="list-style-type: none"> <li>Between 0% and 50% = <b>0,01</b></li> </ul>	



Indicator	Value	Punteggio ottenuto
	• Between 51% and 70%	= <b>0,02</b>
	• Between 71% and 100%	= <b>0,03</b>
	• Not applicable	= <b>0,03</b>
Ind_C1.3 Coordinators involved	• Between 0% and 50%	= <b>0,01</b>
	• Between 51% and 70%	= <b>0,02</b>
	• Between 71% and 100%	= <b>0,03</b>
Ind_C1.4 Members of management involved	• Not applicable	= <b>0,03</b>
	• Between 0% and 50%	= <b>0,01</b>
	• Between 51% and 70%	= <b>0,02</b>
	• Between 71% and 100%	= <b>0,03</b>
	Yes = <b>0,17</b> No = <b>0</b>	
	<b>Ind_C2</b> 9. Has the organization a "competence profile" for the selection of new social workers/educators that takes into account the mindset on the development of transversal skills of the person with disabilities, on its potential and on the inclusion?  <i>Value min =0 Value Max=0,17</i>	
<b>Ind_C3</b> 10. Has the organization a "competence profile" for the professional development of social workers/educators that takes into account the mindset on the development of transversal	Yes = <b>0,17</b> No = <b>0</b>	



Indicator	Value		Punteggio ottenuto
skills of the person with disabilities, on its potential and on the inclusion? <i>Value min =0 Value Max=0,17</i>			
<b>Ind_ C4</b> 11. When was the organization's vision updated the last time?  <i>Value min =0 Value Max=0,16</i>	<ul style="list-style-type: none"> <li>This year or last year WITHOUT active involvement of the social workers</li> </ul>	= 0,06	
	<ul style="list-style-type: none"> <li>2 to 5 years ago WITHOUT active involvement of the social workers</li> </ul>	= 0,04	
	<ul style="list-style-type: none"> <li>5 to 10 years ago WITHOUT active involvement of the social workers</li> </ul>	= 0,02	
	<ul style="list-style-type: none"> <li>More than 10 years ago WITHOUT active involvement of the social workers</li> </ul>	= 0	
	<ul style="list-style-type: none"> <li>This year or last year WITH active involvement of the social workers</li> </ul>	= 0,16	
	<ul style="list-style-type: none"> <li>2 to 5 years ago WITH active involvement of the social workers</li> </ul>	= 0,12	
	<ul style="list-style-type: none"> <li>5 to 10 years ago WITH active involvement of the social workers</li> </ul>	= 0,10	
	<ul style="list-style-type: none"> <li>More than 10 years ago WITH active involvement of the social workers</li> </ul>	= 0,06	
<b>Ind_ C5</b> 12. Has the organization set up an organizational and structural change process to achieve the goals of inclusion and quality of life for people with disabilities?  <i>Value min =0 Value Max=0,17</i>	<ul style="list-style-type: none"> <li>No</li> </ul>	= 0	
	<ul style="list-style-type: none"> <li>Yes, 1 of the listed alternatives</li> </ul>	= 0,10	
	<ul style="list-style-type: none"> <li>Yes, 2 of the listed alternatives</li> </ul>	= 0,13	
	<ul style="list-style-type: none"> <li>Yes, 3 of the listed alternatives</li> </ul>	= 0,15	
	<ul style="list-style-type: none"> <li>Yes, at least 4 of the listed alternatives</li> </ul>	= 0,17	
	<ul style="list-style-type: none"> <li>No</li> </ul>	= 0	



Indicator	Value		Punteggio ottenuto
<b>Ind_ C6</b> 13. Is the organization provided with a quality system?  <i>Value min =0 Value Max=0,16</i>	<ul style="list-style-type: none"> <li>• Yes, but it does not include provide indicators on the quality of life of the disabled person</li> </ul>	= 0,01	
	<ul style="list-style-type: none"> <li>• Yes and it includes 1 indicator</li> </ul>	= 0,02	
	<ul style="list-style-type: none"> <li>• Yes and it includes 2 indicators</li> </ul>	= 0,04	
	<ul style="list-style-type: none"> <li>• Yes and it includes 3 indicators</li> </ul>	= 0,06	
	<ul style="list-style-type: none"> <li>• Yes and it includes 4 indicators</li> </ul>	= 0,08	
	<ul style="list-style-type: none"> <li>• Yes and it includes 5 indicators</li> </ul>	= 0,10	
	<ul style="list-style-type: none"> <li>• Yes and it includes 6 indicators</li> </ul>	= 0,12	
	<ul style="list-style-type: none"> <li>• Yes and it includes 7 indicators</li> <li>• Yes and it includes 8 indicators</li> </ul>	= 0,14 = 0,16	
14. How much has the organization invested in the last year for the development of the potential of people with disabilities and for the individualized projects?	This information does not contribute to the determination of the indicator, it can be used to reflect on the commitment made during the year by the organization.		
<b>TOTAL <math>\Sigma</math>( Ind_C1; Ind_C2; Ind_C3; Ind_C4; Ind_C5; Ind_C6)</b>			



**INDICATOR D: INNOVATION AND SUPPORT OF A CHANGE**

Indicator	Value	Obtained score
<b>Ind_D1</b> 15. Who is the promoter of the innovative projects aimed at developing the quality of life of pwd? <i>Value min =0 Value Max=0,33</i>	• No management	= 0
	• Yes, management and national and/or local policy makers	= 0,10
	• Yes, management and families and/or PWD	= 0,2
	• Yes, only management	= 0,33
<b>Ind_D2</b> 16. In the last year, has the organization planned innovative actions? <i>Value min =0 Value Max=0,34</i>	• No	= 0
	• Yes, 1 innovative action	= 0,20
	• Yes, 2 innovative actions	= 0,25
	• Yes, 3 innovative actions	= 0,30
	• Yes, 4 innovative actions	= 0,34
<b>Ind_D3</b> 17. To promote the development of potentiality of people with disabilities has the organization taken risks in the last 2 years? <i>Value min =0 Value Max=0,33</i>	• No	= 0
	• Yes, 1 type of risks	= 0,10
	• Yes, 2 type of risks	= 0,20
	• Yes, 3 type of risks	= 0,30
	• Yes, 4 type of risks	= 0,33
18. What conditions hinder the development of innovative projects in your organization?	This information does not contribute to the determination of the indicator, it can be used to reflect on the commitment made during the year by the organization.	
<b>TOTAL <math>\Sigma</math>( Ind_D1; Ind_D2; Ind_D3)</b>		



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**App 3: Check – list for documental analysis**



## Check – list for Documentation Analysis

### A - Beliefs and values about quality of life, inclusion and the possibility of improving transversal skills

Focus areas	Examples	Is it present?	In which document?
1) <b>Material, emotional, physical wellbeing</b>	<ul style="list-style-type: none"> <li>• Well-being</li> <li>• Material wellbeing</li> <li>• Emotional wellbeing</li> </ul>	<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>
2) <b>Respect for the individuality</b>	<ul style="list-style-type: none"> <li>• Personal grow</li> <li>• Personal decisions and elections</li> <li>• Individual goals and preferences</li> <li>• Focus on person's abilities</li> <li>• Participation of pwd in the development and strategies that concerns them</li> <li>• Suitable employment</li> <li>• Development consciousness</li> <li>• Support to "being-belonging-becoming"</li> <li>• Involve clients in the making of their owns individual plans</li> </ul>	<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>
3) <b>Autonomy</b>	<ul style="list-style-type: none"> <li>• Dignified life</li> <li>• Independence</li> <li>• Self-determination</li> <li>• Self-representation</li> <li>• Independent living</li> <li>• Independent decision making</li> </ul>	<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>



<p>4) <b>Development of competences</b></p>	<ul style="list-style-type: none"> <li>• Personal development</li> <li>• Development of professional competences</li> <li>• Development of “up-to-date-skills” for open labor market inclusion</li> <li>• Lifelong learning</li> </ul>	<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>
<p>5) <b>Development of the transversal skills</b></p>	<ul style="list-style-type: none"> <li>• Invite the client to develop adaptive, problem solving skills</li> </ul>	<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>
<p>6) <b>Interpersonal relationship</b></p>		<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>
<p>7) <b>Inclusion / participation in community</b></p>	<ul style="list-style-type: none"> <li>• Social Inclusion</li> <li>• Protagonist and participation</li> <li>• Participation with the environment</li> <li>• Participation and individuality in this participation</li> <li>• Civic participation</li> </ul>	<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>
<p>8) <b>Mutual recognition (UN convention)</b></p>		<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>
<p>9) <b>Rights and duties</b></p>	<ul style="list-style-type: none"> <li>• Design for all</li> <li>• Rights defense and participation as a right</li> </ul>	<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> </ul>



	<ul style="list-style-type: none"> <li>• Full citizenship</li> <li>• Citizenship</li> <li>• Advocate human rights</li> <li>• Equality</li> </ul>		<ul style="list-style-type: none"> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> <li>•</li> </ul>
<b>B – Networking</b>			
Focus areas	Examples	Is it present?	In which document?
1) <b>Resource for community</b>	<ul style="list-style-type: none"> <li>• Active social participation</li> <li>• Opportunities to contribute to society (e.g. supported employment)</li> <li>• Social role</li> </ul>	<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>
2) <b>Empowerment</b>	<ul style="list-style-type: none"> <li>• Enabling of contexts</li> </ul>	<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>
3) <b>Connected and inter-supported with the environment</b>	<ul style="list-style-type: none"> <li>• Network with a wide range of community institutions and stakeholder</li> <li>• Common good, community, fair society</li> <li>• Co-projecting</li> <li>• Co-management, co-construction</li> <li>• Cooperative spirit</li> <li>• To take care of a common good/social responsibilities</li> <li>• Community based approach – open doors</li> <li>• Hospitality/reciprocity</li> <li>• Raise the community awareness on the issues of employment and inclusion of pwd</li> </ul>	<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>



**C - Conditions that facilitate operators in planning, organizing, managing and controlling work**

Focus areas	Examples	Is it present?	In which document?
1) <b>Taking risks versus safety</b>		<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>
2) <b>Personalization of interventions</b>	Personal relationship centered In dialogue with the client and his network Personalized support Quality supports Clients focus Outcome oriented	<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>
3) <b>Constant evaluation and self criticism</b>	Change Evolution Development Flexibility	<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>
4) <b>Professionalism: continuous training, innovation, courage, challenge</b>	<ul style="list-style-type: none"> <li>• Mainstream</li> <li>• promoting services</li> <li>• communication, capacity to promote oneself</li> <li>• change (not static but dynamic)</li> <li>• innovative renovation, constant renovation</li> <li>• Development of professional competences</li> </ul>	<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>



**D - Innovation and support of a change**

Focus areas	Examples	Is it present?	In which document?
1) <b>Social innovation</b>		<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>
2) <b>Supply chain approach</b>	<ul style="list-style-type: none"> <li>• Safe and challenging environment</li> <li>• Implication of all the organizational actors</li> </ul>	<input type="checkbox"/> YES <input type="checkbox"/> NO	<ul style="list-style-type: none"> <li>• Mission <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Vision <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• ISO Quality certification <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• VET <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Pedagogical Project <input type="checkbox"/>yes <input type="checkbox"/>no</li> <li>• Other _____</li> </ul>