

What works? – Transferable Factors Issued from Successful Interventions in Labor Market Inclusion for People with Disabilities

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Abstract—The paper addresses the problematic of socio-professional integration of people with disabilities, with emphasis on the successful factors that influence employment. The article is based on data from the research project E-QUAL, a qualitative study performed based on the Institutional Ethnography method, on the occupational integration of people with disabilities in Romania. Analyzing the transferable factors that led to success in ten interventions, the following directions resulted: a) the relation between the beneficiary and the professional is an egalitarian one, based on partnership and mutual cherishing; b) beneficiaries' training for the work market and career counselling; c) legislation enforcement in its spirit without the intention of finding its vulnerabilities; and d) the partnership between the NGOs and the public institutions. These four elements seem to influence successful interventions and can work as transferrable models which can ensure high quality actions in the field of the professional inclusion on the free labour market of vulnerable groups.

Index Terms—Inclusion policies, labor market inclusion, people with disabilities, success factors in interventions.

I. INTRODUCTION

The article presents data from a phase of the EQUAL project, a qualitative research performed between 2014 and 2016, on the occupational integration of the people with disabilities in Romania. The research was undertaken collaboratively by a team of researchers from Romania and Norway, and was financed through EEA Financial Mechanism 2009-2014.

The methodological approach is interpretively inspired and it used the Institutional Ethnography method [1], [2]. The research included several phases of data collection, starting with interviewing persons with disabilities about their everyday experiences, in the process of labor market integration, and continuing with interviewing representatives of public institutions, NGOs and other institutional actors that have frequently appeared in the interviewees' speeches of the first phase research. Later, seeking to identify the mechanisms through which barriers, obstacles to employment are overcome and the way the issues of labor market integration of the persons with disabilities are reflected in institutional assumed social policies, we conducted 10 case studies on the social interventions that have proved successful and that were mentioned both by their beneficiaries, interviewed in phase one as well as by the institutional actors, interviewed in the

second phase of the research.

This paper presents the results focused only on the interviews with and about the disabled people as beneficiaries of successful interventions analyzed in the last round of data collection of ten case studies.

II. METHODOLOGY AND PROCEDURES

1) **The purpose of this research** is to identify replication opportunities and to develop successful models of social interventions, implemented by the actors directly involved in the occupational integration of vulnerable groups. Whether we refer to sets of measures, services and governmental social benefits, that are functional in the public system or we have identified factors that led to the success of local level interventions, implemented within a community project by the municipality or by an NGO for the community development of a human settlement, the commitment is to seek to identify replication opportunities of these successful interventions and to transfer them in an institutional framework, by including them in employment social strategies and policies of the vulnerable groups in Romania.

2) The reference area of the approach was determined by the membership of the investigated units in one of the four Romanian macro-regions, corresponding to the development regions and used for the regional data collection:

- Macro-region I (North-West and Centre): 2 interventions Baia Mare City, Maramures County (ASSOC Baia Mare); Oradea City, Bihor County (Ruhama Foundation);

- Macro-region II (Northeast and Southeast): 2 interventions in Iasi City, Iasi County (BYS Iasi and Iasi Holban Ion Inclusive School);

- Macro-region III (South-Muntenia and Bucharest-Ilfov): 4 interventions in Bucharest (Job Fair and GDSACP Bucharest Employment Road show, Mestesukar Butiq social Enterprise, Nazarcea Group, NOPDR Bucharest)

- Macro-region IV (South-West and West): Timisoara City, Timis County (For You Foundation); Arad City, Arad County (Arad CSI).

3) **The selection criteria of successful interventions** for the case studies targeted:

- The sustainability of the intervention (sustainability of results, of the partnerships formed for the intervention's implementation, the impact on vulnerable groups and in the community),

- The timeliness of the intervention and of the social problem that it targets (to have been implemented, with results and impact in the community or on the category of vulnerable population in recent years, not earlier than July 2014 and not later than July 2015;

- The diversity of the intervention's funding sources (government funds, European funds, private funds, etc.);

- The diversity of the organizations types that have implemented the intervention (public institutions, public or private personnel placement agencies, NGOs, social enterprises, etc. and sustainable partnerships among them);

- The innovative character of the intervention (relative to the sets of public social measures and actions aimed at occupationally integrating the targeted vulnerable category).

The 10 case studies with directive interviews, the observation and the study of documents were conducted by designing and implementing field data collecting tools, comprising of items for interviewing the research subjects and for collecting data from on-site available documents (in the monitoring forms, intervention evaluation reports and other documents provided by the interviewees).

The selection of the investigated subjects was semi-controlled, with several population categories:

- *Intervention beneficiaries*: People with disabilities, beneficiaries of the intervention in question - at least 3-4 subjects for each case study;

- *Representatives of the main organization*: implementation responsible, intervention initiator, the implementation team members working directly with the intervention's beneficiaries - at least 3-4 subjects for each case study;

- *Stakeholders*: community leaders who closely know the intervention's beneficiaries and activities. These include: informal community leaders, beneficiaries' employers, local officials' representatives who are not directly involved in the intervention's implementation (local advisers, town hall secretary, priest, policeman, doctor, teacher etc.) - at least 1-2 subjects for each study case;

- *Representatives of partner organizations*: representatives of partner organizations, involved in the intervention's implementation, financing, support and endorsement. These can be representatives of public institutions (local, county, state), NGOs, employers, and private recruitment and personnel selection agencies - at least 1-2 subjects for each case study.

The number of interviews and their extension for each case study were based on the principle of redundancy and thus were obtained from 10 (the minimum allowed via study design) and 16 interviews for each case study included in the research.

The field data collection period was February 1st - April 1st, 2016.

The items included in the interview guide followed three fundamental elements: the "**ingredients for success**" (factors that contributed to success: contextual and external factors that are suitable for replication in other institutions / organizations / communities); **encountered difficulties** (risks that have been overcome, that could have threatened the success); "**the recipe for success**" (the methods used for

overcoming difficulties that could be included in legislative proposals).

All interviews carried out for the 10 case studies were audio recorded, transcribed, processed and structured in separate research reports, one report for each case study.

Each research report includes data from the intervention's monitoring and evaluation documents, text fragments directly quoted or processed up to a maximum 15% and the on-site investigator interpretation of the situation described by the interviewees on each discussion topic.

The field reports sought to mainly describe the following:

- The way in which public institutions, at various levels (local authorities, county departments, national agencies and departments) understand and assume their area of responsibility and meet the needs of their beneficiaries in the labor market;

- The context the intervention appeared in, the main actors who founded this intervention, the pre-existence or non-existence of a beneficiary's needs analysis that substantiated the intervention;

- The partners' roles in the intervention implementation, the identification of resource-persons for the intervention's success that have or have not a formal partnership with the intervention's implementation team;

- The financing sources, the issues encountered in relation to operating the intervention costs and to measuring the cost-utility (regarding the intervention's utility for the beneficiaries beyond the pre-set indicators, such as: capacity increase, social skills, or other results that have caused positive changes in the lives of the beneficiaries);

- Describing the intervention in terms of success and highlighting the ways to improve the intervention's activities;

- The intervention's results impact and the sustainability of these results, for each result;

- The separation of proposals for legislative changes to ensuring the sustainability of the intervention's results.

This stage of the research aims to identify those important defining and common elements in relation to the analyzed interventions that can be replicated, reproduced in future activities with individuals marginalized in the labor market in Romania and which can provide a reasonable certainty of success chances of social and professional inclusion activities.

After applying the specific methodologies described previously, the research team was faced with the first difficult step, linked to the many common elements and similar procedures used by institutions and organizations identified as having successful interventions in the target group analyzed by us. Our decision was to give up on determining and analyzing those elements aimed at a specific, particular, contextual nature of successful interventions and maintain our analysis at the level of those general features regarding attitudes and behaviors that ensure and justify the success of interventions in what concerns people with disabilities. As indicated in the methodology used, *intervention* is defined as a *specific objective-oriented action, implemented by one or more organizations in a joint effort, with a predetermined duration and budget and a specific set of indicators that define it, which targeted / aimed to promote or facilitate professional integration of people with disabilities*. And in

terms of success factors which are interesting for our analysis: *In order to increase the potential for replication of the model created (in any context), one must mostly consider factors which are independent from the context.*

As such, from the analysis of the interventions we have determined a series of success factors which are transferable and which we will present here.

III. RESULTS

A. Human Relation between the Beneficiary and the Specialist

In successful interventions, the relation between the beneficiary and the professional is an egalitarian one, based on partnership and mutual cherishing. Indeed, a common element of all analyzed interventions is dedication and even enthusiasm of the involved [3]. As shown by Bogdan and Taylor [4] it is important to describe and analyse the acceptance elements and those related to the real reciprocity between people with and without disabilities (in their case intellectual disabilities). The situations researched by us show rather a mutual sympathy and human acceptance which differentiates itself fundamentally from the indifferent, auto-sufficient and sometimes hostile attitude of professionals, with which people with disabilities are confronted when addressing official institutions.

This attitude by itself creates an inclusive practice characterized by sympathy and identification with the other person, generated by the attitude of the staff and of the institutions and involved organizations' management. This attitude alone, without even taking into consideration the rendered services, contributes to the increase of life quality of people with disabilities who benefit from the services of these institutions and organizations. Also, this attitude must be emphasized upon compared to hostility, exclusion and stigmatization experiences reported by the subjects in previous stages of our research.

In this perspective, at the protected unit Nazareca Group – organized at the level of the 1st District City Hall of Bucharest, the relations between employees and employers seem to be more based on appreciation and gratefulness, and the first even appreciate the involvement the superiors have in what concerns their personal life.

"I like coming here, willingly, just like anyone else. There should definitely be more work places like this one. Because there are a lot of people who want to get a job. They either have a problem with their leg or their hand. But they don't have jobs because usually employers run away from them. When they hear you have a disability certificate they don't even want to see you. I don't know why, I personally feel like they are afraid of these people". (Employee at a bakery shop, 23 years old)

"I like it here a lot. But I didn't used to like it. How should I know how to weigh the dough, weigh the bread? I can't do those things; I used to pray that I would manage. But my trainer told me, Alexandra, don't worry, nobody's rushing you. You learn slowly. Everyone does. The bosses here are really good. If I have done something wrong, I go and I tell them. They aren't going to reprimand us. I tell them: Mr.

Nicu, I broke this bread, what should I do? And they say it's alright, don't worry. I get along great with them. But I don't want to go. It works for me here. They give me a pay check, rain or shine. I have holidays here. They gave me holiday from last year; they gave me holiday now. And next year in the summer they're going to give us holiday again. There's no reason for me to leave, no point. I'm used to those around me. I've learned almost everything here". (Employee at a bakery shop, 32 years old)

This type of inter-human relation can be found also in other interventions. We found relevant testimonials from the industrial high school I. Holban from Iasi, an inclusive school (one of the few inclusive schools in Romania) which trains students with and without disabilities together. Here the interviewed students unanimously felt that within the high school, people with disabilities are not treated preferentially; all students are treated equally. More so, students with disabilities consider themselves and see themselves as equal to the students without disabilities.

"I feel good in this type of mixed high school. In my classroom I have both healthy and disabled colleagues. I get along great with all of them. There should be more high schools like this one, it would motivate them, give them confidence (...) I studied here in primary school and in secondary school. At first, I thought they would act strange, because sometimes society pushes you to the side, excludes you, but here I've never encountered such problems." (VA, Beneficiary D)

"I have a really good relation with my colleagues, there are 14 of us in the classroom and we all get along, that's my view. There are no differences made in class, at least not in my class, I can't say about the others. They always help me: If I have to go to the home after school hours they take me there, in the morning colleagues of mine stop by, we go together to high school, or during lunch they help me without me even asking. We are united; I think we have a pretty good relationship." (TA, Beneficiary D)

Such an educational environment aims to give students a realistic image of the social context in which they will continue to carry out their activity. The educational strategy adopted by the Technical College generates two major advantages: (1) at the level of the disabled students – they are taught not to consider themselves different, but to learn and develop alongside students without disabilities in order to become competitive on the work place market and (2) at the level of the non-disabled students – they are taught not to discriminate people with various disabilities and to coexist harmoniously.

More than that, beyond the verbalization of these attributes, patience and empathy can be observed from the tone of voice and the body language as well. During the interaction with the representatives of the Technical College one could observe a different rhythm than that of day to day life, which dominated the interior of the organization. The rhythm is much calmer and with affectionate manifestations (the high school representatives are embraced frequently by students during the breaks, when they go through the school halls). These manifestations are complementary to and assumed by the double role taken on by the representatives of the organization: parent – teacher.

B. Training for the Work Market and Career Counseling

Another common element identified in many of the analyzed interventions was that in order for people with disabilities to be hired, they require training classes. The reason is that most of the beneficiaries have an incomplete educational history or come from special education systems which grant them neither diplomas nor professional competencies comparable to those from the mass education system [5-6]. One could also ponder upon the fact whether the mass education system is offering professional competencies adequate for the current work market. But probably for people without disabilities the adjustment process in what concerns the requirements of a work place is easier based on general competencies offered by the mass educational system. Also, today's employers aren't actually looking for specific competencies, but rather for general competencies (computer skills, foreign languages etc.) and potentially general attitude towards work, attachment to the institution or team work capabilities or observance of limitations imposed by productive activities.

When discussing about the lack of accessibility of school units or about the resistance of parents in encouraging the person with a disability to carry out a complete school cycle, one of the major problems of people involved in the Nazarcea Group is related to schooling. *"Having incomplete studies or studies in school units specially designed for people with disabilities, they were not able to access a work place of the free market based on their institutional training. All people required qualification courses which then allowed for their employment in the social economy structure. The institutional training in the case of these people failed and did not manage to train them for the work market"*. (Analysis report Nazarcea Group).

"A private company takes one someone, invests in that person and wouldn't let them leave after this training. It takes years for people with disabilities to be trained. But we are happy when they succeed in leaving here, and getting a job on the free market. This is the difference between what we do, social inclusion, and what others do, which is exclusively business". (Project manager Nazarcea Group)

As our research has proven in the previous stage, special education, although it has its merits, remains lacking in what concerns work integration of graduates. Also, there is no correlation and no relevance between mass education and special education. After concluding a stage, a level from the special educational system, a student cannot return to the general education system, because on one hand they have exceeded the accepted age and on the other hand there is no system to recognize for the carried out studies or attained competencies. So, all special education system graduates are condemned to exclusion from the work market, especially when there are regulations which condition the occupation of a certain position, a certain professional position by requesting a certain level of studies.

That is why professional trainings by means of courses and short term trainings are the only forms accessible in order for special education system graduates to get employed on the free market. But training is not enough for people with disabilities in order for them to be included on the work

market: they also need career counselling.

The career counsellor accompanies the person with disabilities during the entire process – from the moment they intent to find a work place is expressed until the person is integrated in the work collective. Lack of information of employers related to the specific needs of people with disabilities is one of the real barriers at the moment of employment. *"More so, people with disabilities are not a homogenous group and the needs differ extremely from one person to another, so that there is no recipe regarding how to adapt the work place. The recovery plan, working conditions and accessibility needs are different for each and every one. That is why the post-employment counselling component is extremely important"*. (Analysis report Nazarcea Group).

That is why career counselling seems to be a new profession necessary for the social and professional inclusion of people with disabilities and that is why the training of professionals towards this specialization by means of post-college courses or masters programs should catch the attention of higher education institutions from the field of social sciences.

The career counsellor is the professional from the social field who can be a psychologist, social worker, even someone with legal expertise. He carries out trainings and then starts counselling the person with disabilities. *"This is what the professional does in guiding the people in the work process and in supporting them. During the training part, the personal and professional development part, and employment and post-employment. They also get involved in interacting with the employer."* (Chairman of Pro Vocation).

"Vocational counselling doesn't only have a support role, but also caters to the objective evaluation of a person's skills and thus can contribute to a realer approach of the employment request". (Representative of the ASOC Baia Mare)

The same representative states that the most important activity during the intervention is the vocational counselling:

"That's when you know that someone is participating in the evaluation with the thought that they can see how good it can get or what kind of abilities they have and then, with the result of the evaluation, they can present themselves in a more objective manner in front of an employer". (Representative of the ASOC Baia Mare)

C. Legislation Enforcement in its Spirit without the Intention of Finding its Vulnerabilities

Another common element that we have identified was also this requirement, much more critically expressed by the participants in the research that initiated successful interventions. It is a "bitter" finding that refers to what some call a national characteristic, namely the Romanians' ability to bypass the law. Of course we are now at the confluence of morality and justice, both areas still in transition from the old socialist regime to a new society governed by the *Rule of Law*. In this perspective, the statement "what is not prohibited is allowed" should probably be viewed with circumspection and passed through the public morality filter that is still poorly crystallized [7].

As such, currently the legislation enforces the employment of people with disabilities or, if not, in compensation, the

employer has to buy products made by protected units, with the value of a monthly amount.

"(...) the law no. 448 that states that the employer who has more than 50 employees should employ people with disabilities of a minimum of 4% from the total. If he does not hire people with disabilities he gives a monthly sum of money to the state, the equivalent salary, or buys products and services from the protected units and this is when we go very deep into this law and explain to people, employers to buy our products and services. The products are competitive, we make protective equipment, we work with hotels and produce bed linen, table linen, kitchen equipment, we have manual binding, and we have where to make brochures, where to print them and templates for hospitals. We have done these products, so now they can find quality products and services because we also considered the quality very much; many see in the protected units just some kids doing hand-made things, trinkets, postcards, not of the best quality but we considered also the quality. And then we tried to convince them that rather than giving free money to the state better to buy products and services from us, from our protected unit or other protected units that are authorized." (Close To You organization Representative).

The problems that the protected units face, relate primarily to unfair competition between the protected units. Thus, the same representative of the above mentioned protected unit tells us that there are:

"Protected units that have an employee on paper that didn't even see the protection unit's headquarter, but that are set up just to make a profit from intermediation. The law still doesn't state that the protected unit must have 30% persons with disabilities ... Imagine if there are three employees, one with disabilities and two without, they are considered protected units and if he or she works only one hour and stays at home doing nothing it's still called a protected unit because there aren't any controls. And then, it's clear that they manage to sell via the intermediaries at prices that you cannot afford if you have to pay rent, electricity and salaries, and the psychologist and all... There is a very high unfair competition! This is an obstacle and we are trying, by modifying the law, to change these things." (Close To You organization Representative).

This issue is neither new nor unusual. Indeed the vulnerable persons in Romania are accustomed to situations in which their vulnerability is used by some unscrupulous entrepreneurs for personal profits. It's enough to remember the profits made in the 90' from the aid coming from international charitable organizations or the tax incentives of the same period that were granted to humanitarian associations that registered second-hand cars. To take advantage of compensating legal provisions offered to disadvantaged people is not a moral activity, even if formally the legal conditions are met. And probably we do not have successful interventions because such actions prove to be unsustainable. And yet there are still these types of attitudes that mimic generous objectives but their purpose is gaining personal advantages.

Even in interventions for the inclusion of people with disabilities there are such initiatives and such entrepreneurs. From this perspective, the idea that comes out of the review

report of the intervention from the 1st District Bucharest City Hall becomes relevant. For the success of the initiative, its initiators state that it is necessary that the intervention does not appear as a funding opportunity but that the funding is the intervention's implementation opportunity.

The project started from the idea of investing the sums that the District 1 GDSACP was forced to pay for not having the minimum 4% of employees with disabilities. In this context, the Nazarcea group's funding decision was not thought of in terms of an investment, but rather to strengthen a social project that meets the need identified in the law no. 448 / 2006. The first study visit made by the team from Romania was according to the coordinator in 2007, so prior to the applicability of a project that allows such an investment. *"So that the project was not generated by the opportunity for funding, but the funding was the opportunity to implement a good practice in the field of including persons with disabilities in the labor market"*. (Nazarcea Group analysis report).

This opinion is noteworthy, in the conditions that the pursuit for funding in the current period often leads to taking objectives and competencies that are sometimes beyond the reach of those who apply, and thus the benefits and sustainability of interventions are often jeopardized.

Relations with the legislation in force for successful interventions prove to be of other nature. In the organizations that have achieved such performance, obviously one does not try to circumvent the legislation or to use regulatory gaps for personal benefits. Rather, the initiators' motivation to facilitate and optimize the intervention for the benefit of beneficiaries is so high that when barriers do arise, they immediately try to change the law.

Thus, as an example, for Nazarcea Group's management developing sales is very important. Higher incomes are targeted from working with commercial actors (so everything that is not delivery of services and products to GDSACP) thus to increase the financial independence. Given the requirement for public authorities to make purchases via SEAP (National System for Getting Goods and Services by Auction), the Nazarcea coordinator suggested a legislative amendment in that the protected workshops could take precedence if they can be competitive in terms of price and quality. It is possible this way to increase the market for companies that want to purchase products from protected units:

"Amending the legislation... and we did something about it, to NAPD where there is also a state secretary's counsellor. We changed the public procurement law and a new form of procurement appeared - exclusively reserved contracts to authorized protected units and social insertion enterprises. Reserved meaning that the contracting authority has the right to purchase exclusively from these entities on the basis of the 4%. He goes on SEAP and asks for what he needs. Then the protected units go there and see what the need is. You as the contracting authority have to know... that you didn't have where to conduct a market study. You write there that you want a bread contract and you mention that you want it from the protected area. And there, the protected units upload their offer." (Project Coordinator).

The legislative proposals for overcoming these obstacles are: implementation of controls to verify "the working hours

actually performed by persons with disabilities" in protected units; the possibilities of tax exemptions for the employer or certain facilities when hiring a person with disabilities. Another solution would be to amend the legislation so as to enable the signing of "reserved contracts" for the protected units, meaning the mandatory fulfilment of some services by the protected units' employees: "for example a city hall to be compelled by law that the cleaning services are to be exclusively provided by protected units. That would be amazing for a protected unit!" (Project coordinator).

Forcing the law in a good way eventually proves to be an indicator of the intervention initiators' interest and motivation and seems to be a characteristic of a successful intervention.

"Many services would like to do the same, but cannot. Why don't the other services do what we did? Because they are afraid to force what we have forced. We forced the law a lot and we always had back-up. It is not written anywhere in the statutory law of the services that they are allowed to establish these protected workshops. If it's not written there, then they are not allowed. How, why start doing this? Well considering that European Funds are financing these social enterprises where also authorities may be eligible, why not? And so we pushed a little and we built this oasis inside the service. Theoretically you are not allowed - the law states that you provide primary, specialized and detailed services. The service is allowed to do that but not such things. We forced a little on that side; we also found a loophole in the tax code". (Program coordinator).

So this attitude towards the legislation in force is a beneficial one and we believe it provides successful social inclusion interventions. In short, that one does not use the law to obtain selfish personal advantages but the understanding of the legislation's spirit (and not just its sometimes imperfect shape!) is the right attitude. Using one's own conscience moral referee and the personal judgment directs the right decisions in the case of successful interventions. The only deviations from the applicable law are the changes in the ways of correcting the imperfections and improving the possible action courses in the interests of the intervention's beneficiaries.

D. Partnership between the NGO and the Public Institution

A final factor which seems to ensure the success of an intervention in the area of social and professional inclusion has proven to be the partnership between private and public institution. Indeed, if we agree that the public institution has the capacity (the financial resources and the administrative competencies) to enforce certain actions assumed at governmental level through national strategies and public policies, it would seem that is lacking creativity, dedication and necessary knowledge, burdened by trainings and insufficient experience as well as bureaucratic blockages [8]. On the other hand, the NGOs are dynamic organizations, dedicated, which militate and hold necessary knowledge regarding the needs and types of intervention in the case of different categories of beneficiaries but who suffer however due to a lack of financial resources and administrative means needed to achieve their objectives. Thus, in situations in which blockages can be overcome between the institutions of

the local administration and NGOs with all of the mutual accusations and implied bureaucratic sorrows, interventions seem to have the success ensured.

"Do you know what the nice thing about Nazarcea is and what this partnership really means for competencies? It means as follows – we wrote the project, we implemented it and then in what concerns everything related to sustainability the division and city hall ensuring the financial functioning were strongly involved. But we, as a training center, worked there, on the sustainability component, so that we authorized all courses subsequently, for bakery, tailoring, cleaning, and we certified other disabled individuals who don't work there, but in other places. And for the employees, in case they didn't have a qualification, we included them in the courses". (Chairman Pro Vocation).

As it is shown in the example from above, the involvement of the two actors in the well-functioning of the intervention process was mutually advantageous and equally important, although there was a clear division of tasks, based on competencies. The model proved to be viable, and, as exemplified by already working legal provisions, those involved seriously take into account its continuation.

"My plan is to optimize the activity, to preserve as best as possible its structure. It's not fully operated, it can work much better. This structure doesn't work very well only in the public area. Bureaucracy kills us. So one has to find a way to operate in partnership with the NGO field. Suppliers, for example, are sought after for raw materials, if they have a treasury account. This is something quite difficult. You found something you like, cheap, of good quality, but they don't have a treasury account so you can't make any payments. They have to accept your payment deadlines specific for public institutions, the last week of the month. So you can't procure at the beginning of the month, because the individual will receive the money in three weeks. The bureaucracy problem related to human resources is another topic. And in this case, although we simplified as much as possible, there is still a TRUCK load of documents." (Project coordinator).

For this partnership model to work it should probably increase the respect between the two organization types and public employees especially should have more trust in the associations which offer support to the different types of beneficiaries. For example, in the case of the With You foundation, state institutions such as City hall, Timis County council and the Prefecture also have signed contracts and partnerships with the foundation. At local level, the association lobbied intensely, sometimes even being accused of aggressive communication. The purpose of these information and promotion campaigns was that to change the opinion of authorities in what concerns NGO activity, „because the authorities used to say: Who are you, some ladies who after working hours give out water bottles to the elderly and the poor?" (Organization representative). The result was a positive one, to such extent that this year the County Council allocated a bigger budget to NGOs compared to previous years. One can see also certain changes at national level: „We are being heard and some of our points of view are taken into consideration when legislation is being amended." (Representative of the main organization).

Together with other non-governmental organizations, the

„With You” foundation prints once every two months the publication „The Voice of NGO”, a supplement distributed free of charge with the publication “The event”. The purpose of the publication is to promote the activity of NGOs and to change the mentality of the community and of authorities in what concerns the latter.

IV. CONCLUSION

These seem to be the success factors of the interventions we analyzed (figure 1):



Fig. 1. Successful factors for professional integration of vulnerable groups.

Starting with *the enforcement of the law* that represents the platform for successful interventions, continuing with the creation of functional *networks between state institutions and the private sector*, that represents the engine, adapted services can be provided, taking into account the specific needs of the beneficiaries. The specific actions that seem to be effective in the professional integration of disabled people are *adapted training sessions, counseling and additional support (supervision and post-employment monitoring)*. Also important for the beneficiaries are *friendly attitudes* from the specialists, their positive response resulting in progress towards the socio-professional integration. These factors can work as transferrable models and can ensure, even if they are not the only ones and they come with no guarantees, high quality interventions in the field of inclusion on the free labor market of vulnerable groups.

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