



A HOW-TO GUIDE

Breaking the sound barrier

supporting deaf and hard of hearing young people with careers guidance



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INTRODUCTION

What is it for

The guide "Breaking the sound barrier: supporting deaf young people with careers guidance" was created in the participation of many people and it is the result of international cooperation as part of the Erasmus + "Make it work" project no 2021-1-IT03-KA220-YOU-000028637 . The publication was prepared by project partners.

A professional career is a process of learning and development that can last throughout adult life. At various stages, it is advisable to receive support from career counselors and other specialists being substatiely prepared. They are to help people to make conscious decisions and career choices, motivate them to look for solutions to professional problems and take responsibility for their future.

Professional advisory support is also expected by people with hearing impairments who, like hearing people, want to realize their professional potential. However, due to communication difficulties, deaf and hard of hearing people find barriers in access to counseling and career guidance services. As shown by the analysis of surveys conducted among young deaf people in several European countries, there is a clear need for a qualified employee providing specialized services in the field of employment of young deaf and hard of hearing people. This could make possible elimination of language barriers in contacts with young people.

On the other hand, specialists providing professional consulting services indicate an additional difficulty, which is insufficient knowledge about the environment of Deaf people and the lack of skills in using sign language, which may cause problems in establishing proper communication.

This guide, prepared to support career counselors and other specialists providing counseling services or wanting to support young people with hearing impairments, is the answer to the needs of both environments.



INTRODUCTION

What is it for

The guide "Breaking the sound barrier: supporting deaf young people with careers guidance" consists of 3 parts:

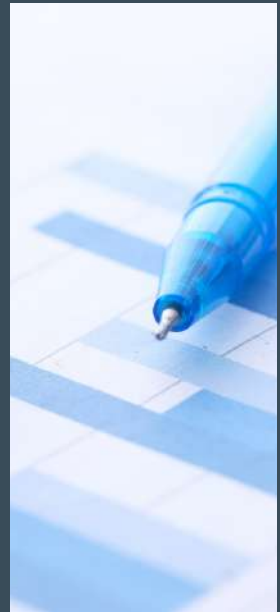
- The first part is dedicated to hearing professionals who may feel lack of experience in contacts with Deaf and hard of hearing people. It contains materials that are worth reading before supporting Deaf and hard of hearing people, as well as practical tips on building relationships and individual stages of supporting a Deaf client. It also contains some useful advice for employers to create an atmosphere conducive to the effective work of the deaf person
- The second part was prepared on the initiative of the community of young Deaf people who, when entering professional life, felt limited access to professional support. The materials gathered can support the daily advisory work of a deaf professionals who does not have communication problems, i.e. they directly refer to activities related to the support of other Deaf people who are looking for a job.
- Part three is a list of materials, available on the "Make it work" project website, that career counselors and other specialists providing advisory services can use in their everyday work and activities supporting deaf people.

We hope that this guide will become a useful tool for counselors and professionals in supporting the social and professional integration of young deaf jobseekers and will encourage them to assist people with hearing impairments in realizing their career aspirations.



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INTRODUCTION

PROJECT PARTNERS

- Associazione Ergon a favore dei Sordi *Italy*
- Lietuvos kurciuju ir neprigirdinciuju ugdymo centras *Lithuania*
- GKINTIKAS BROS *Greece*
- Specjalny Ośrodek Szkolno - Wychowawczy dla Niestyszających im. Janusza Korczaka w Krakowie *Poland*
- EUROPEAN UNION OF THE DEAF YOUTH *Belgium*

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PART ONE

FOR HEARING PROFESSIONALS

Chapter One

Before starting the job



Deaf Culture

Deaf Culture

There is a big difference between the medical and cultural definition of deafness. From the medical point of view, it is a disability caused by hearing loss, which can happen at any moment in life. From the cultural perspective, it is a different way to experience life not based on sounds. Usually, these two concepts are differentiated between people who are deaf (medically) and Deaf (culturally).

“Deafness is not something that needs to be fixed, it is just a different way to experience life, rooted in a visual world ” (Anna Sofia Gala).

Culture includes the identity, norms, traditions, values, and language of a group.

- Deaf Culture is the heart of the Deaf community everywhere in the world. Language and culture are inseparable. The Deaf community is not based on geographic proximity. The Deaf community is comprised of culturally Deaf people in the core of the community who use a sign language and appreciate their heritage, history, literature, and culture.
- As a linguistic minority, deaf people share many similar life experiences, which manifests into the deaf culture. According to the World Federation of the Deaf, it includes “beliefs, attitudes, history, norms, values, literary traditions and art shared by those who are Deaf”.



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CHAPTER ONE

Deaf Culture

In any culture, it is very important to share similar values.

In Deaf culture, some of the shared values are:

- Sign language
- Deaf identity

The main aspect of deaf culture is the use of Sign Language as the main form of communication. Culturally deaf people consider sign language as their native language, as it shapes their visual way of thinking. Sign language empowers deaf individuals, allowing them to access education, employment and social interactions, ultimately fostering a sense of belonging and inclusivity within the deaf community and the wider world. Culturally deaf people have rules of etiquette for getting attention, walking through signed conversations, leave-taking, and otherwise politely negotiating a signing environment that dictate what is acceptable.



Deaf Culture

Behavioral Norms

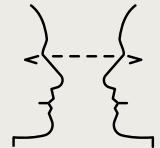
Introductions

When deaf people meet each other for the first time, or when they introduce each other, they will often provide more personal details than a hearing person might as try to find common ground. They'd start with introducing their sign-name and will often add other information about their associations with particular places, sporting or cultural organisations, or the school they attended.



Eye contact

It is considered rude to break eye contact because it gives the impression that the person does not care or is not paying attention. Since the form of communication is entirely visual, the moment someone looks away, he or she will miss what is being said.



Touch

In Deaf Culture, it is acceptable to tap another person's shoulder twice to gain their attention, even if you do not know them well. Touching other parts or hitting the shoulder can be considered as impolite.



Physical proximity

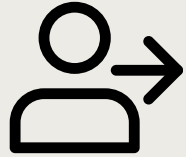
It is very common for deaf people to sit in a circle where they are able to see everyone clearly, whereas this does not matter as much in the hearing community.



Deaf Culture

Directness

Deaf people may be more direct or blunt than their hearing counterparts. Directness includes giving criticism, asking taboo questions, or stating frank opinions. While this may seem harsh and rude in the hearing community, directness and blunt honest opinions are absolutely acceptable. In deaf culture, it is unnecessary to “beat around the bush” when describing someone or something, even when speaking plainly would be deemed rude in hearing culture.



The long goodbye

When deaf people are leaving a gathering of friends (and deaf people who belong to the deaf community tend to have many friends) they take much longer than most hearing people do to say goodbye. The custom is to seek out one's friends and in the process of saying goodbye, discuss when they expect to meet again.



References:

Mindess Anna. Reading Between the Signs. Intercultural press, 1999.

<https://www.handtalk.me/en/blog/deaf-culture/>

<https://www.theatlantic.com/health/archive/2013/08/understanding-deafness-not-everyone-wants-to-be-fixed/278527/>

<https://www.sam-roots.com/blog/2018/8/28/deaf-culture-first-impressions>

https://hmn.wiki/lt/Deaf_community

<http://www.lkd.lt/category/kurciuju-kultura>

Forms of communication in a Deaf-friendly manner:

In everyday life, Deaf and hard of hearing individuals often encounter common challenges when communicating in various situations. This may stem from the lack of accessibility to services, the unavailability of immediate access to a sign language interpreter, or even when the communication partner doesn't understand sign language.

Consequently, Deaf individuals often need to employ creative solutions to overcome these communication barriers. However, they shouldn't bear the sole burden of finding solutions. When interpreters aren't readily available, it's essential for hearing professionals to learn alternative communication methods without placing undue burden on Deaf individuals. This approach ensures positive experiences in communication for all parties involved.



Get the deaf person's attention before speaking

The best way to gain a deaf person's attention is by giving them a simple tap on their shoulder, or a wave in their line of vision. Any other visual signal, such as flickering of the light, can work too.



Face the deaf person and hold eye contact

Always face a deaf person. Make eye contact and keep it while you are talking. Even if there is a sign language interpreter helping you communicate, don't look away from the deaf person. That will look like you are talking to the interpreter, and not them.



Forms of communication in a Deaf-friendly manner:

✔ Avoid background noises and check lighting

Deaf people communicate visually, so check noise and lighting. Turn off or move away from background noise

Avoid standing in front of a light source, such as a window, bright sunshine, or strong lights because it creates a dark shadow on your face. Without being able to see your lips, facial expressions, and other communication signals, it will be almost impossible for the deaf person to understand what you are trying to express.

✔ Don't cover your mouth

Many deaf people use hearing-aids, some lip-read, and others rely majorly on sign language for communication, so avoid covering your mouth. Or even waving your arms around in front of your face without reason.

Moustaches or wearing an inaccessible surgical mask that hides your lips, smoking, or even chewing a gum during a conversation will also make it twice as hard for the deaf person to follow what is being said. In a case if it's necessary wear a transparent mask or remove your mask when speaking.

✔ Speak clearly and not too fast, but do not yell, exaggerate, or over-pronounce

Lip-reading is not something every deaf person has super practice with. It can be even harder for some to catch if you speak too fast, drag your sentences, overemphasise on the words, mumble, or shout.



Forms of communication in a Deaf-friendly manner:

- ✔ Repeat yourself, or rephrase the words.

Speaking fast or too slow can confuse deaf people. Be sure to give them some extra time in between important sentences to ask or answer questions.

If they look confused, don't worry, just be patient. Repeat what you said at a normal pace, and if this still doesn't do the trick, then try rephrasing your thoughts in a way that it is easy to visually understand.

Sometimes, some words are naturally hard to lipread, so don't hesitate to use your phone's notepad or take a pen and paper, and write it down.

- ✔ Be expressive with your natural gestures and facial expression.

An animated speaker is always more fun to watch. It even enhances the quality of your interaction, brings more life and emotion into it.

- ✔ Be respectful to the deaf person during the conversation.

If your phone begins to ring or someone comes knocking on your door, the first thing to do is to let the deaf person know that you are about to answer the phone or the door.

They won't automatically know what you are doing, because they didn't hear it. And if you make an exit in the middle of a conversation out of nowhere without informing them, it would look to them like you are trying to ignore them. Which is hurtful and disrespectful. As it can be for anyone.



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Forms of communication in a Deaf-friendly manner:



Write what you want to say.

If you need to say something specific to a deaf person, you can write it: use the Notes app on your mobile phone or take some paper and pen. Use short and clear sentences when writing. Avoid very long words and words that might be too difficult.



Don't forget captions!

If you are showing a video for a deaf person, make sure it has captions. Also, check some software for live audio to text transcribing, as it might be a quick and easy solution for communicating with a deaf person.



Learn some basic sign language.

You don't have to be fluent in it if you can't, but learning some basics shows appreciation for their culture and means you are making an effort to include and interact with them in their way.



Before starting to communicate don't forget to ask the deaf person which method of communication (lipreading, writing, signing) he / she prefers.

And remember about sign language interpreters you can rely on.

References:

<https://www.hearingdogs.org.uk/blog/communicating-with-deaf-person-tips2/>

<https://www.connecthear.org/post/10-easy-tips-for-communicating-with-deaf-people>

<https://dhcc.org/resources/communication-tips/>

<http://www.lkd.lt/7-naudingi-patarimai-kaip-bendrauti-su-kurciaisiais>

[https://www.lgki.lt/wp-](https://www.lgki.lt/wp-content/uploads/2020/04/Lankstinukas_Kas_yra_kurcias_zmogus.pdf)

[content/uploads/2020/04/Lankstinukas_Kas_yra_kurcias_zmogus.pdf](https://www.lgki.lt/wp-content/uploads/2020/04/Lankstinukas_Kas_yra_kurcias_zmogus.pdf)

EU Law of disabilities

The European Commission adopted the Strategy for the rights of persons with disabilities 2021-2030. With this ten-year strategy, the European Commission wants to improve the lives of persons with disabilities in Europe and around the world.

A package to improve labour market outcomes of persons with disabilities

We have often stressed that access to the labour market is key to social inclusion for persons with disabilities. We therefore salute the Commission's announced package in 2022, in which it will seek cooperation with the European Network of Public Employment Services, social partners and organisations of persons with disabilities. Also, the publication in 2021 of an implementation report on the EU Employment Equality Directive, to be followed if appropriate with a legal proposal, articulates well with the recently adopted European Parliament resolution on the implementation of the Employment Equality Directive in line with the UNCRPD [Article 27 - Work and employment | United Nations Enable](#). We believe that, already today, the need to strengthen the role of equality bodies is clear to see.

By 2024, put in place a framework for Social Services of Excellence for persons with disabilities, to improve service delivery for persons with disabilities and to enhance the attractiveness of jobs in this area including through upskilling and reskilling of service providers.

Renewed HR strategy for the European Commission, including actions to promote diversity and inclusion of persons with disabilities.

Ongoing: deliver a renewed human resources strategy, including actions to promote diversity and inclusion of persons with disabilities.



Make it work

The Package is focused around six action areas, of which their deliverables will serve as practical tools and guidelines to implement the pre-existing legislation on employment and will be published during the next two years. These include:

1. Strengthening capacities of employment and integration services
2. Promoting hiring perspectives through affirmative action and combating stereotypes
3. Ensuring reasonable accommodation at work
4. Retaining persons with disabilities in employment: preventing disabilities associated with chronic diseases
5. Securing vocational rehabilitation schemes in case of sickness or accidents
6. Exploring quality jobs in sheltered employment and pathways to the open labour market

EUD Policy Recommendations on the establishment of targets for the employment of deaf people

On November 16, 2023, European Union of the Deaf (EUD) released its latest policy recommendations addressing the low employment rate of deaf individuals in the European Union. Despite the EU's commitment to the UN Convention on the Rights of Persons with Disabilities, there is a gap in aligning actions with obligations under Article 27. EUD's paper outlines the challenges and provides concrete policy recommendations for the Commission to enhance deaf individuals' employment rates. EUD calls upon the Commission to swiftly implement these recommendations, aligning with the EU's vision of a 'Union of Equality.' Find their recommendations below: Good practice in employment of people with disabilities.

References:

[Compendium - Good practice in employment of people with disabilities \(europa.eu\)](#)

Legislation in the Member States

[Compendium - Good practice in employment of people with disabilities \(europa.eu\)](#)

[Union of Equality: Strategy for the Rights of Persons with Disabilities 2021-2030](#)

[Article 27 - Work and employment | United Nations Enable](#)

EUD Policy Recommendations

<https://www.eud.eu/wp-content/uploads/2023/11/EUD-Official-D2.3.pdf>

Law of disabilities in Greece

Provisions of Greek legislation concerning the access of Deaf people to the labour market

Law 4440/2016	15% of all advertised jobs in public organisations will be filled by people with disabilities.
Law 2643/1998:	Businesses operating in Greece in any form, employing more than fifty (50) persons, are required to employ persons with disabilities, in the proportion of eight percent (8%) of the total number of staff of the business.
Law 4488/2017	adoption of the UN Convention on the Rights of Persons with Disabilities by Greece. Among other provisions, it recognizes Greek sign language as equal to Greek spoken language and makes it an obligation of the state to provide access to information and services in an accessible way for Deaf people
UN 2030 Agenda	Also, Greece has adopted the UN 2030 Agenda in which Goal 8 states that by 2030, achieve full and productive employment and decent work for all women and men, including young people and people with disabilities, and ensure equal pay for work of equal value.

Law of disabilities in Italy

In Italy, the introduction of Law 68/1999, entitled "Regulations for the Right to Work of Disabled Persons", is a regulation that requires all employers, public and private, with more than 15 employees, to reserve a quota of positions for disabled persons, which has led to the creation of lists containing the names of disabled persons registered with employment offices. The persons covered by Law 68/1999 are those with physical, visual, or hearing impairments, and to be included in the categories protected by this law, it is necessary to be in possession of Law 104/1992, a law that establishes the type of disability from which the person suffers.

People with disabilities who are already employed and have a certificate of disability issued under Law 104/1992 are entitled to 18 hours of paid leave per month to be absent from work.

Others Reference legislation:

Law n. 308, March 13, 1958	Norms for the compulsory employment of the deaf.
Law n. 381 of 26 May 1970	"Increase of the ordinary contribution of the State in favour of the National Board for the Protection and Assistance of Deaf-mutes and of the measures of the assistance allowance for deaf-mutes."
Law no. 68 of 12 March 1999	'Regulations for the right to work of the disabled'
Law no. 95 of 20 February 2006	'New regulations in favour of the hearing impaired'.

Law of disabilities in Lithuania



The Lithuanian legislation, programmes and plans relating to individualized support for persons with disabilities are the following:

1. The Constitution of the Republic of Lithuania;
2. Law on Equal Opportunities of the Republic of Lithuania;
3. Law on the Social Integration of the Disabled of the Republic of Lithuania;
4. Law on the Fundamentals of the Protection of the Rights of the Child of the Republic of Lithuania;
5. Law on the Social Services of the Republic of Lithuania;
6. Personal Assistant Law of the Republic of Lithuania;
7. Labour Code of the Republic of Lithuania;
8. Program for the Creation of a Suitable Environment for the Disabled in all Areas of Life developed by the Ministry of Social Security and Labour (in relation to the National Progress Plan for 2021-2030);
9. Action Plan for the Social Integration of People with Disabilities for 2021-2023;
10. Social Cohesion Development Programme for 2021-2030;
11. The Programme of the 18th Government of the Republic of Lithuania and its Implementation Plan;
12. Strategic Guidelines for the Deinstitutionalisation of Social Care Homes for Children with Disabilities, Children without Parental Care and Adults with Disabilities.

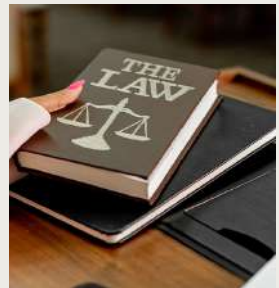
Law of disabilities in Lithuania



The Law on Social Integration of the Disabled of the Republic of Lithuania, passed in 1991, aims to "regulate the establishment of disability, medical, vocational and social rehabilitation for disabled persons, the adjustment of conditions for the disabled, as well as the development and education of the disabled, and shall establish legal, economic and organisational guarantees for the occupational, vocational and social rehabilitation of the disabled." The Principles of the Social Integration of the Disabled, as they appear in Section 2 of the Law are listed here:



- In the Republic of Lithuania, the disabled, regardless of the cause, character and degree of the manifestation of their disability, shall be entitled to the same rights as other residents of the Republic of Lithuania. The state shall provide additional assistance and guarantees to disabled persons who cannot exercise their rights independently.
- Public and State structures shall be open to the disabled. Disabled persons shall participate in deliberation of all questions connected with their life and activities.
- Disabled persons shall be protected from all types of exploitation, discrimination and abusive or scornful behavior.
- Disabled persons shall receive medical, functional, psychological and pedagogical assistance in their place of residence, with the exception of cases, which necessitate the provision of assistance in special institutions.



Law of disabilities in Lithuania



Disabled persons shall be developed and educated; they shall gain a profession, shall work and engage in useful activities according to their ability, interests and opportunities. During the preparation of Governmental and other national programmes, specific needs of the disabled shall be taken into consideration. The disabled, their parents and guardians, as well as public organisations of disabled persons shall be provided with information and skilled consultation concerning their rights and legitimate interests. Disabled persons shall perform their duties according to their ability, skills and knowledge. Disability does not exempt an individual from liability for his or her actions, with the exception of cases provided for in laws.



In September 2019, Lithuania updated its Law on social enterprises, aiming to equalize conditions for people with disabilities to work both in social enterprises and in the open labour market. The aim of these changes was to equalize the conditions for people with disabilities to work both in social enterprises and in the open labour market. In September 2019, Lithuania also updated Law on Employment and introduced new labour market services for people with disabilities assisted employment and in-work support assistance.



- These changes have connections with 2020 Country Specific Recommendations for increasing active labour market policy measures coverage.

Law of disabilities in Poland



Discounts and entitlements disabled worker at work

Polish law provides every citizen with the right to an independent and dignified life. Disabled people, with a certificate of disability, also receive support from public institutions in securing their livelihood, adapting to work and social communication. This results in the statutory obligation of state authorities, among others, to provide people with disabilities with assistance in professional activation on the labor market.

People with disabilities can count on reliefs and privileges when taking up employment.



The most important rights of a disabled employee include:

- an additional break from work of 15 minutes included in the working time (irrespective of the statutory 15-minute break with at least 6-hour daily working hours), which a disabled employee can use for fitness exercises or rest.
- employees with a severe or moderate degree of disability are entitled to an additional holiday leave of 10 working days in a calendar year. The additional leave must be added to the days of annual leave due under the provisions of the Labor Code. Therefore, the total length of leave of a person with a severe or moderate degree of disability is: 30 days - if they have been employed for less than ten years or 36 days - if they have been employed for at least ten years. A part-time employee may also take advantage of additional annual leave calculated in proportion to the employee's working time. For the first time, such leave can be used after working for 1 year after the date of classifying it to one of the degrees of disability. Such leave is not granted to a person entitled to a holiday leave exceeding 26 working days.



Law of disabilities in Poland



Furthermore ...

- employees with a certified severe or moderate degree of disability may take leave from work while retaining the right to remuneration. The employer grants a leave from work to enable the disabled employee to participate in a rehabilitation stay for up to 21 days, not more often than once a year, or to perform specialist examinations, treatment or rehabilitation procedures, as well as to obtain orthopedic supplies or repair them, if these activities are not can be made outside working hours. However, it should be noted that the right to dismissal from work can be combined. The amount of additional holiday leave and leave for a rehabilitation stay may not exceed 21 working days in a calendar year. Remuneration for the time of such leave from work should be calculated as a cash equivalent for annual leave.
- the possibility of shortening the working time - the working time of a disabled person is a maximum of 8 hours a day, which is 40 hours a week. Employees with disabilities may not be employed to work overtime and at night. This prohibition does not apply to employees employed in guarding and when the doctor conducting preventive examination or caring for a disabled person agrees to it. The costs of possible examinations to be ordered by a doctor in order to determine the admissibility of applying general standards of working time to a disabled person shall be borne by the employer. Employees with a severe or moderate degree of disability may apply to the employer for shortening the working time by presenting a certificate confirming the advisability of using the shortened working time standard, issued by a doctor who conducts preventive examinations of employees or, in the absence of such a certificate, by a doctor caring for a disabled person. The reduced working time is 7 hours a day, which is 35 hours a week. Shorter working time standards may not result in a reduction in the amount of the employee's monthly remuneration.
- possibility to notify the employer of reasonable improvements resulting from the disability of a given person. Reasonable improvements may relate to adapting the room, removing architectural barriers, equipping or retrofitting the workplace, enabling the use of alternative forms of communication - hiring a sign language interpreter, as well as adjusting working time, division of tasks in.

Law of disabilities in Poland



Thanks to these reliefs, many disabled people can be professionally active without resigning from rehabilitation, treatment or improvement treatments. Disabled employees can lead a normal life, meet their basic needs and pursue professional interests

Restrictions on the working time of all persons with disabilities do not apply to employees employed in guarding. Restrictions on working time also do not apply when the employed employee resigns from this right by submitting an application to the employer for referral to a medical examination. After the examinations, the employee should receive a medical certificate with permission not to apply the provision on short-time work to him/her.

References:

1. CONSTITUTION OF THE REPUBLIC OF POLAND of 2 April 1997 (Journal of Laws 1997 No. 78 item 483)
2. Labor Code, ACT of June 26, 1974 (Journal of Laws 1974 No. 24 item 141)
3. ACT of 27 August 1997 on vocational and social rehabilitation and employment of disabled people (Journal of Laws 1997 No. 123 item 776)
4. UN Convention on the Rights of Persons with Disabilities.

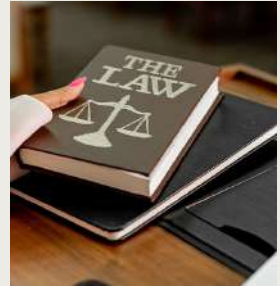
Belgium legislation concerning deaf people and the labor market



Legislation

Legislation does not foresee a specific procedure to provide reasonable adjustments. The initiative can come from the employee or the employer if the employer notices support needs. Premiums are given to the employer to pay for the adaptations.

The adaptation of workstations is a right conferred by the Anti-Discrimination Act of 10 May 2007. Refusal of workplace adaptations is seen as discrimination.



Employer Legal Requirements

Federal government has a self-chosen 3% target. Unable to locate quotas or targets for employers or Flanders.

Disability status information can be collected by self-identification questions but they are not market-practice in Belgium. Therefore, some employees might feel uncomfortable answering some of the questions.

Application stage, after the offer has been made and after employment commences: Yes, assuming employee has been given GDPR-compliant notice of the data collection.

Under the 2007 Discrimination Acts, companies have an obligation to make reasonable adjustments for disabled workers. This requires processing information on the nature of the disability of the worker and the measures that could be taken in order to improve the conditions of work

Measures to support workers with disabilities

Workers with disabilities are entitled to funding towards transportation costs, and where applicable work tools or professional clothing.

Belgium legislation concerning deaf people and the labor market



Discrimination

The 2007 Anti-Discrimination Law ("Loi du 10 mai 2007 adaptant le Code judiciaire à la législation tendant à lutter contre les discriminations et réprimant certains actes inspirés par le racisme ou la xénophobie") is the main federal legislation on discrimination in Belgium.

It covers access to goods and services (including housing, insurance, shops); both public and private sector employment; access to health services and social security; participation in and access to any form of economic, social, cultural or political public activity.

This legislation defines and addresses direct discrimination and indirect discrimination. Direct discrimination refers to instances such as the refusal to hire someone based on his or her visual impairment. Indirect discrimination refers to situations where a blind person is denied access to a shop because guide dogs are banned. These acts are considered as discriminatory and can be brought before the courts of justice

Workers can call on the Social Inspection Service ("Contrôle des lois sociales") which handles complaints based on legal breach including discrimination. This Service has the authority and powers to draft reports (which are recognised by the courts of justice) and undertake both out-of-court procedures and lawsuits.

A specific organisation has also been set up, the Equality Centre ("Le Centre pour l'égalité des chances et la lutte contre le racisme", or Centre for the promotion of equal opportunities and the fight against racism) where legal experts may also undertake out-of-court procedures and lawsuits.

Belgium legislation concerning deaf people and the labor market



References

Labor Code in Belgium | Multiplier (usemultiplier.com)

Compendium - Good practice in employment of people with disabilities (europa.eu)

BelgiumLex | (belgielex.be)

Belgische Grondwet | [Vlaanderen.be](https://vlaanderen.be)

Vlaams Agentschap voor Personen met een Handicap | [Vlaanderen.be](https://vlaanderen.be)

Wet van 26/03/2020 tot wijziging van de wet van 6 maart 2007 tot wijziging van de wet van 27 februari 1987 betreffende de tegemoetkomingen aan personen met een handicap en van het koninklijk besluit van 22 mei 2003

betreffende de procedure voor de behandeling van de dossiers inzake tegemoetkomingen aan personen met een handicap, teneinde de automatische toekenning van tegemoetkomingen mogelijk te maken (openjustice.be)

Decreet houdende de erkenning van de Vlaamse Gebarentaal (vlaanderen.be)

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Problems of young deaf people in the labour market

The most common problems that deaf individuals may encounter in the work market are:

<p>Communication Barriers</p>	<p>Deaf individuals may face difficulties in effectively communicating with colleagues, clients, or supervisors who do not understand sign language or are not familiar with deaf culture. This can lead to misunderstandings and hinder collaboration and productivity.</p>
<p>Discrimination and Bias</p>	<p>Deaf individuals may encounter discrimination during the hiring process or in the workplace based on misconceptions, stereotypes, or biases. Employers may have reservations about hiring or promoting Deaf individuals, assuming they may not be as competent or capable as their hearing counterparts.</p>
<p>Lack of Awareness and Understanding</p>	<p>Employers and coworkers may lack awareness and understanding of deaf culture, communication methods, and the capabilities and contributions of Deaf individuals. This lack of awareness can lead to misunderstandings and create a less inclusive work environment.</p>
<p>Access to Information and Training</p>	<p>Deaf employees may struggle to access important information, training materials, or company announcements if they are not provided in accessible formats such as written or visual forms</p>
<p>Isolation and Social Challenges</p>	<p>Deaf individuals might experience social isolation or feelings of exclusion in the workplace due to communication barriers and a lack of awareness and understanding from their hearing colleagues. This isolation can impact their overall job satisfaction and mental well-being</p>
<p>Inadequate Accommodations</p>	<p>Some workplaces may not provide appropriate accommodations, such as sign language interpreters, captioning services, or accessible technologies, to support deaf employees in their job roles. Without these accommodations, deaf individuals may struggle to participate fully in meetings, training sessions, or group discussions</p>

Measures to combat discrimination and bias against Deaf individuals

<p>Promote Equal Opportunities</p>	<p>Ensure that hiring processes and policies are fair and inclusive, providing equal opportunities for everyone. Avoid discrimination during recruitment and selection processes.</p>
<p>Accessible Job Postings and Application Processes</p>	<p>Make sure job postings are accessible and include information on accommodations available for Deaf individuals. Ensure that the application process is accessible to Deaf candidates, such as accepting video applications or providing alternative communication options.</p>
<p>Educate and Train Employees</p>	<p>Conduct awareness training for all employees to help them understand the needs, abilities, and contributions of Deaf individuals. This can reduce misconceptions, biases, and stereotypes.</p>
<p>Provide Necessary Accommodations</p>	<p>Offer appropriate accommodations, such as sign language interpreters, captioning services, visual aids, and assistive technologies, to support Deaf employees in their roles. It is also important to ensure that the workplace has sufficient lighting without loud background noise. These accommodations enable effective communication and participation in all aspects of the job</p>
<p>Offer Sign Language Training:</p>	<p>Provide opportunities for employees to learn basic sign language or offer sign language classes within the organization. This promotes a more inclusive environment and enhances communication between deaf and hearing colleagues.</p>
<p>Foster a Supportive Work Culture:</p>	<p>Create a workplace culture that values diversity and inclusion, where Deaf individuals feel comfortable and supported. Encourage open communication, respect for differences, and collaboration among all employees. Ensure that all information regarding the duties of deaf individuals, such as schedule changes or departmental relocations, is equally accessible.</p>

Measures to combat discrimination and bias against Deaf individuals

Advocate for Policies and Legislation

Advocate for policies and legislation that promote the rights and inclusion of the Deaf. Encourage compliance with Deaf inclusion laws and standards.

By implementing these strategies, employers can create a more inclusive work environment that empowers Deaf individuals and allows them to thrive in the labor market.

By implementing these strategies, employers can create a more inclusive work environment that empowers Deaf individuals and allows them to thrive in the labor market.

References:

1. The Job Accommodation Network (JAN). Accommodation and Compliance Series: Employees who are Deaf or Hard of Hearing. <https://askjan.org/publications/Disability-Downloads.cfm?pubid=271050&action=download&pubtype=pdf>
2. Royal National Institute for Deaf People (RNID): Deaf awareness at work <https://rnid.org.uk/information-and-support/work-job-employment/be-deaf-aware-work/>
3. National Deaf Children Society: 5 Tips On How To Be Deaf Aware At Work . <https://www.ndcs.org.uk/blog/5-tips-on-how-to-be-deaf-aware-at-work/>
4. The Adecco group: 7 Ways to Create Inclusive Workplaces for Deaf Employees <https://www.adecgroup.com/future-of-work/latest-insights/7-ways-to-create-inclusive-workplaces-for-deaf-employees/>
5. Harvard Business Review: Is Your Organization Inclusive of Deaf Employees? <https://hbr.org/2022/10/is-your-organization-inclusive-of-deaf-employees>

Chapter Two

During the process of recruiting



Savoir vivre in communicating with deaf people

When meeting Deaf or Hard of Hearing people there are some basic guidelines that can facilitate smoother and more effective communication:

In either case, when meeting a deaf or hard of hearing person, it's important to make sure that there is sufficient lighting and that the seating arrangement ensures eye contact between all participants.

There are two basic settings in communicating with a Deaf or a Hard of Hearing person: With or without the use of Sign Language. The Deaf or Hard of Hearing should always be asked how he or she prefers to communicate.

Below are some basic guidelines for each of these settings of communication:

When communicating with deaf and hard of hearing people with an interpreter present:

Speak Directly to the Deaf Person:

Address the deaf person directly, not the interpreter. Maintain eye contact and speak clearly and at a moderate pace.

Avoid Interrupting:

Allow the deaf person and the interpreter to complete their thoughts before responding. Interrupting can disrupt the flow of communication.

Face the Deaf Person:

Ensure that you are facing the deaf person and maintaining good visibility. This helps them to see your facial expressions and lip movements, aiding in comprehension.

Maintain Professionalism:

Address the interpreter professionally and respectfully. Remember that they are there to facilitate communication and should be treated as such.

Savoir vivre in communicating with deaf people

When communicating with deaf and hard of hearing people without the presence of interpreters



Get Their Attention

Before initiating a conversation, make sure you have the individual's attention by tapping them on the shoulder, waving, or using visual cues.



Maintain Eye Contact

Maintain eye contact and face the person directly while speaking or signing. This helps in conveying emotions and understanding facial expressions, which are crucial aspects of communication for the Deaf.



Speak clearly, without overemphasizing or exaggerating your words

Talking at a moderate pace allows the person to read your lips, if applicable, and comprehend the message more easily.



Use Visual and Written Aids

Utilize visual aids, written instructions, or gestures to enhance understanding. Providing written information or using illustrations can help convey the message more effectively.



Minimize Background Noise

Reduce background noise and choose quiet environments for communication. Background noise can make it difficult for Deaf individuals to focus on and understand what is being said.



Use Facial Expressions and Gestures

Use facial expressions, gestures, and body language to convey emotions and context. Deaf individuals rely on these visual cues for a complete understanding of the conversation.

In either case, when meeting a deaf or hard of hearing person, it's important to make sure that there is sufficient lighting and that the seating arrangement ensures eye contact between all participants.

Savoir vivre in communicating with deaf people



References:

Tips for Communicating with Employees who are Deaf or Hard of Hearing [pdf]: *National Technical Institute for the Deaf*
https://www.rit.edu/ntid/sites/rit.edu.ntid/files/nce/employers/P2128_NTID_Tips_for_Comm_with_Employees.pdf

Useful tips for Deaf Awareness [pdf]: *UK council of deafness*
<https://ukcod.org/Downloads/Useful-tips-for-Deaf-Awareness.pdf>

Tips for Communicating With Deaf and Hard of Hearing Students: *The University of Chicago*
<https://disabilities.uchicago.edu/communication-tips/>

How to communicate with a deaf person? <https://medium.com/@chesdonno/how-to-communicate-with-a-deaf-person-beea6a06c11d>

Forms of communication in a Deaf-friendly manner - Job interview:

The job interview, which is the last but very important stage of the job searching process, can be a very stressful experience. This will be an even more difficult situation for a deaf person who encounters communication difficulties on a daily basis. That is why it is so important to provide a young deaf person with the opportunity to communicate freely and understandably during a meeting with a potential employer. The best solution is to use the help of a specialist, e.g. a career counselor or job coach who uses sign language or another method of communication that is understandable to the client. Thanks to this, in addition to standard assistance in preparing the client for a job interview, the specialist will prepare a person with a hearing disability for various types of difficulties that may arise and jointly develop ways to solve them.

At the beginning of cooperation with a young deaf person, it should be determined what form of communication is best for them: whether they need a sign language interpreter, whether they are able to communicate in writing or aurally (if the client has a hearing aid or implant). It is also worth remembering important rules that facilitate communication with clients with hearing disabilities.

After determining the method of communication, the client should be informed:

1. What to do to prepare well for the job interview?
2. List of questions that may arise during the interview
3. Potential obstacles one may encounter during the job interview and examples of ways to solving them



What to do to prepare well for the job interview?

- Prepare information about yourself, completed school, courses, passed professional qualification exams, interests - you can recommend the Deaf person to prepare this information, preferably in writing (the specialist can help in formulating this information)
- Prepare information about the company you want to apply for
- Collect information about the position you are applying for and the required qualifications
- You can remind about the rules related to the image of a job candidate (dress code)
- Remind the client what to remember when entering the job interview, the so-called "first impression"
- Remind you of the most important documents you should have with you at the job interview
- Remind about the applicable rules of civility
- It is best if the Deaf client receives all this information in writing or in the form of a video with translation into sign language, so that he can prepare calmly at home before the job interview.



The deaf person should be familiarized with the list of questions that may arise during the interview, e.g.:

- Can you tell us something about yourself?
- What are your weaknesses?
- Why do you want to work in our company?
- What motivates you to work?
- What are your career goals?

The specialist should help the deaf person formulate sample answers; they can also be written down so that the client can return to these questions before the job interview.



You should also discuss with the client potential obstacles he may encounter during the job interview and examples of ways to solving them?

Problem 1: form of communication during a job interview

Solution to the problem:

Before meeting with the employer, you should inform him in advance what form you will use to communicate and whether a sign language interpreter will be needed during the conversation. This will allow you to avoid additional stress and focus on substantive preparation for the interview. If an interpreter is needed, inform the employer (e.g. by e-mail) whether you will provide an interpreter or whether this will be his/her responsibility.)



Problem 2: stereotypical thinking of the employer - the belief that it is impossible to communicate with a deaf employee due to the lack of hearing and related problems

Solution to the problem:

Presenting the future employer with possible and effective forms of communication as well as your own motivation to work and willingness to develop. You can suggest a few important rules to your future employer to make communication with a deaf employee effective:

- Providing appropriate conditions for conversation: the conversation cannot take place in a noisy environment, you should speak slowly and clearly, do not turn your head, maintain eye contact, avoid talking at a greater distance, do not shout
- A deaf person should receive specific instructions, formulated in simple language (they can also be formulated in writing), the deaf person should be informed in advance about any changes in decisions or orders
- A request by a deaf person to repeat a command or other message is not due to lack of knowledge or skills or poor intellectual capabilities. Such a request is an expression of making sure that the deaf person has properly understood the content of the statement.



Problem 3: body language, coping with stressful situations

Solving the problem:

During a job interview, it is important not only what we say, but also how we behave and whether we can deal with stress. You should tell a deaf person what behaviors and gestures to avoid so as not to show your nervousness, embarrassment, etc., pay attention to facial expressions and eye contact.



References:

- D. Pisula, ABC doradcy zawodowego. Rozmowa doradcza, Warszawa 2010
- T. Majewski, Poradnictwo zawodowe i pośrednictwo pracy dla osób niepełnosprawnych. Poradnik dla urzędów pracy, Warszawa 2011
- M. Tarkowska, Rozmowa doradcza – wspólne poszukiwanie rozwiązań, Warszawa 2006
- M. Wrzosek, Indywidualne doradztwo zawodowe – rozmowa doradcza. Praktyczny poradnik dla doradców zawodowych i osób pracujących z młodzieżą, Warszawa 2022
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Chapter Three

After the person is employed



CHAPTER THREE

Support for deaf people in labour issues in Greece



<p>The Federation of Deaf People in Greece</p>	<p>(OM.K.E.) is the main advocating organization for the Deaf rights in Greece. It is a member of the National Confederation of People with Disabilities (ESAMEA), the European Union of the Deaf (EUD), the World Federation of the Deaf (WFD), and the European Federation of Hard of Hearing (EFHOH). Its purpose is to defend the rights of the Deaf for equal integration in society. Deaf people can turn to the Federation for any matter affecting their rights and to request information about them. The Federation also provides interpreting service to Deaf people to meet their everyday needs.</p>
<p>The National Foundation for the Deaf</p>	<p>is a public organization that provide interpreting services to Deaf people in Greece. It also has a relay service where Deaf people can use to make telephone calls through a Greek sign language interpreter.</p>
<p>Ombudsman</p>	<p>An independent public service to which Deaf people can appeal when they feel that their employment rights are being violated. The service will mediate with the private or public organization to find a legal solution that satisfies all parties.</p>
<p>Public Employment Service</p>	<p>A government agency for the promotion of employment in the country. It has specialized service points for people with disabilities, where they provide information on their rights, the employment programs available, and the benefits to which they are entitled.</p>

Sources:

Federation of Deaf People in Greece: <https://www.omke.gr>

National Foundation for the Deaf: <https://idrimakofon.gr>

Ombudsman: <https://www.synigoros.gr/el>

Public Employment Service" <https://www.dypa.gov.gr>



Forms of support for the deaf in Italy



Law 462/68

In Italy, deaf people are also protected by Italian law in terms of employment and social security (Di Mauro, 2010). Law 462/68 on the General Discipline of compulsory employment in public administrations and private companies provided for the establishment of special employment for different categories of citizens: civil invalids, "war invalids, service invalids, including the deaf-mute.

Law 462/68

Law 462/68 on the General Discipline of Compulsory Recruitment in Public Administrations and Private Companies provided for the establishment of special employment for different categories of citizens: civil, war and service invalids, including the deaf-mute.

This system guaranteed the possibility of permanent access to public employment. The downside of this solution, however, was that the deaf were placed in generic, demotivating jobs, without the possibility of a career, due to communication barriers (Maragna, 2000).

Law no. 68 of 12 March 1999

Law no. 68 of 12 March 1999 ("Rules for the right of disabled people to work") introduced new measures for the employment of disabled people, such as the establishment of support services and targeted employment. By law, disabled persons with physical, psychic, sensory and intellectual impairments, work, war, civil and service invalids with a degree of invalidity of more than 30 per cent are eligible for these services. The right to be included and integrated into the world of work also belongs by law to non-EU citizens, recognised as disabled and regularly present in Italy.

Forms of support for the deaf in Italy



Law 68/1999

Law 68/1999 ushers in a new philosophy of employing disabled workers: the traditional purely welfare approach gives way to a vision of the disabled person as a worker in his own right, who is assessed based on his specific skills and the type of contribution he can make to the company's productivity (Di Mauro, 2010). Entry into the world of work, as established by the law in question, takes place through enrolment in the targeted employment lists, at the employment centres of the province to which one belongs. These centres have the task of entering into agreements with the companies that are obliged to hire the protected categories, collecting job applications, drawing up special rankings based on the skills required by the companies and conducting interviews to ascertain whether the people registered possess the required skills. In addition to the targeted employment lists, persons belonging to the protected categories can also register on the special lists, also available at the provincial employment centres. These lists entitle members to check the companies obliged to employ disabled personnel and thus allow them to self-apply for open positions. A further opportunity for insertion into the world of work is given directly by the employer, who can also hire by nominal call, through the selection of spontaneous applications, or by consulting the lists of workers with disabilities. For pension purposes, Law 104/92 provided that for each year of work performed by deaf and dumb workers, two months of notional contributions were added, for a maximum of five years.

Sources:

<https://arealavoro.ens.it/norme-e-leggi/collocamento-mirato>

<https://www.gazzettaufficiale.it/eli/id/1968/04/30/068U0482/sg>

<http://www.storiadeisordi.it/2019/07/13/collocamento-obbligatorio-a-favore-dei-sordi-nella-p-a/> http://www.edizionieuropee.it/law/html/32/zn58_03_022.html

Forms of support for the deaf in Lithuania



Lithuanian sign language is the native language for the deaf, so the crucial need is for information to be made accessible via the use of the sign language or text (subtitles).

Centralised Interpreting Centre in the heart of each of the major towns and cities, funded by the Government provide free interpreters for all of the Deaf community's needs: social, education, medical, employment, and personal. All official governmental as well as presidential announcements are interpreted in Lithuanian Sign Language.

There is a mobile app for 112 created specifically for the deaf. In order to use it, pre-registration and the authorization code provided by the Lithuanian Deaf Association is required. Using the app, registered users can contact the Emergency Response Centre and ask for emergency help by:

- a video call;
- a text chat (messaging);
- a usual voice call.

A video call allows people with hearing impairment to refer for emergency help in Lithuanian sign language, while the illustrated wizard facilitates communication via a text chat.

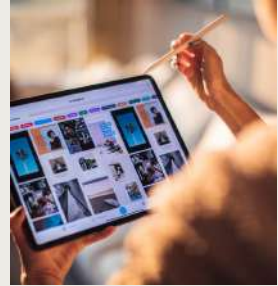
The public broadcaster LRT subtitles just a little over 6 percent of their total broadcast, and almost 5 percent of the programming is translated into sign language.



Forms of support for the deaf in Lithuania



The Centre of Technical Aid for Disabled People under the Ministry of Social Security and Labour provides disabled people with technical aids (audio transmission systems, timers, Signalling and indicating devices, mobile phones, PC, tablets).



The Law on Social Integration of the Disabled of the Republic of Lithuania requires that, if a disabled person has the necessary qualifications, "employers "may not refuse to employ him or her or discriminate against him or her in any other way for the sole reason of invalidity" (Section 17).

The law also requires that workplaces with more than 50 employees must have a workforce made up of at least 2% persons with disabilities (Section 18).



Section 20 – Working Conditions, Work Time and Vacation Time for the Disabled. Working conditions shall be created for disabled persons pursuant to the findings of the commissions establishing disability. If the findings of the commissions establishing disability do not provide otherwise, disabled persons may, on their own wish, be exempt from working overtime, on holidays, rest days and at night.



Disabled persons shall be granted 35 calendar days of annual vacation. Disabled persons, parents of disabled persons, and guardians caring for disabled persons who have been determined to be in need of permanent nursing shall be granted 30 calendar days of unpaid vacation at any desirable time.

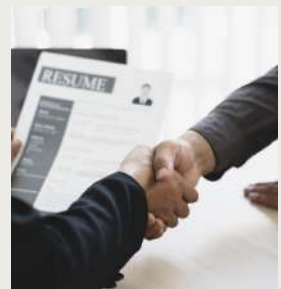
If the parents or guardians caring for disabled persons who have been determined to be in need of permanent nursing so wish, they shall be provided by employers with work at home, work according to a flexible schedule, or short working days (weeks).

Forms of support for the deaf in Belgium



When you are having troubles finding a job, you can rely on the services offered by VDAB and GTB. In Flanders, VDAB is the most important organization when it comes to supporting people in finding a job.

GTB is a service which belongs to VDAB and is specifically aimed at disabled people who are looking for a job. Once registered at VDAB, you are granted various benefits: matching job vacancies will be e-mailed to you, you will be supported in judging each job vacancy you encounter, you will qualify for employment premiums and measures, and you will be able to have more opportunities to work by attending specific training programs.

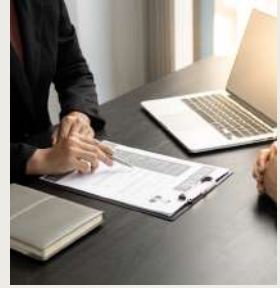


To be able to make use of these benefits, you do, however, have to meet the following conditions: you actively have to look for a job yourself, you are not allowed to refuse a matching job, support or training program offered to you by VDAB, you always have to attend meetings with your job counselor and must actively cooperate as well as be available through e-mail and mail.

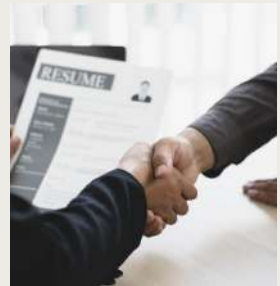
Forms of support for the deaf in Belgium



The support program is built with the beneficiary. It includes several steps defined according to the needs identified during a first meeting:



- Personal and professional assessment covering skills and interests, personal values, work-life balance, mobility, etc.
- Information on the rights and duties as a job seeker (administrative procedures, the role of institutions, employment assistance)
- Identification of specific needs as a deaf or hard of hearing person
- Presentation of existing resources (help for workstation layout, specific services, etc.)
- Labor market approach
- Definition of the professional project
- Construction of an action plan to validate the choices made and implement your project
- Support for implementing procedures (search for internships, training, registration in job search modules, etc.)



Once employed, you will pay taxes which the government uses to provide social solidarity. This means you will have the right to governmental support when you are ill or lose your job. Even if you have a part time job and do not earn enough money, you will be granted supplementary income under certain conditions.

Forms of support for the deaf in Belgium



Step by step for a case of a deaf worker:

- ✔ Application for employment support measure
 - VDAB decides on recognition of occupational disability
 - Recognition entitles you to guidance and compensation

- ✔ Assistance of an interpreter for deaf workers, self-employed persons and jobseekers with an occupational disability
 - Free support for sign language interpreters
 - For 10 percent of effective working time

- ✔ Allowance for work tools, clothing and workstation adjustments
 - Request compensation from VDAB
 - You become and remain the owner of the work tools

- ✔ Contribution to commuting costs for people with disabilities
 - Allowance for accompanying persons, ordinary or specialized motorized transport
 - Request compensation from VDAB

Sources:

[Werken met een beperking | Vlaanderen.be](http://werkenmeteenbeperking.vlaanderen.be)

<http://www.doofenmigratie.be/>

[Service d'aide à la recherche d'emploi pour personnes sourdes et malentendantes en Wallonie \(sarew.be\)](http://service.d'aide.a la.recherche.d'emploi.pour.personnes.sourdes.et.malentendantes.en.Wallonie.sarew.be)

Forms of support for the deaf in Poland



According to the Act of August 27, 1997 on Vocational and Social Rehabilitation and Employment of Disabled Persons, a disabled person is included in the employment status of disabled persons from the date of presenting the employer with a certificate confirming the disability.

EMPLOYERS' RIGHTS IN RELATION TO THE EMPLOYMENT OF DISABLED PERSONS

- ✓ Monthly subsidy to the salary of a disabled employee
- ✓ Reimbursement of the costs of adapting the workplace
- ✓ Reimbursement of the costs of equipping a disabled person's workplace
- ✓ Reimbursement of training costs for a disabled employee
- ✓ Reimbursement of the costs of employing an employee helping a disabled employee at work

Forms of support for the deaf in Poland

Monthly subsidy to the salary of a disabled employee

The amount of monthly subsidy to the employee's salary depends on:

- the degree of the employee's disability (severe, moderate, slight),
- working time of a disabled employee,
- type of employer where a disabled person is employed
- the amount of wage costs.

The fund pays a monthly subsidy in proportion to the employee's full-time working hours. If an employee is employed part-time, these amounts should be calculated in proportion to the part-time job that the employee worked in a given month.

Reimbursement of the costs of equipping a disabled person's workplace



- This type of support includes reimbursement of the costs of purchasing or manufacturing workplace equipment in connection with the employment of a disabled person who is unemployed or looking for a job. This is financial assistance in purchasing work tools and workplace elements (e.g. chairs, desks, lamps).
- Reimbursement of the costs of equipping the workplace may be requested by an employer who undertakes to employ a disabled person for a period of at least 36 months.

Forms of support for the deaf in Poland



Reimbursement of the costs of adapting the workplace



In the case of some disabilities, it is necessary to adapt work stations. Reimbursement of adaptation costs can be obtained from PFRON funds.

The funds received can be used for:

- adapting the premises of the workplace to the needs of people with disabilities, in particular those incurred in connection with the adaptation of created or existing workplaces for these people, according to the needs arising from their disability;
- adaptation or purchase of devices that make it easier for a disabled person to perform work or function in the workplace;
- purchase and authorization of software for the use of disabled employees and assistive technology devices or adapted to the needs resulting from their disability;
- identification by occupational medicine services of the needs referred to above.

It is important that the reimbursement applies to people with disabilities:

- unemployed or job seekers who are not employed;
- remaining employed by the employer applying for reimbursement of expenses, except for cases where the cause of disability during the period of employment with this employer was a violation of regulations, including labor law, caused by the employer or the employee.

Forms of support for the deaf in Poland

Reimbursement of training costs for a disabled employee



- This is aid from the State Fund for the Rehabilitation of Disabled Persons, which an employer employing such people can apply for. Training for disabled people may also be organized by the employer.
- An application for assistance in the form of reimbursement of training costs for a disabled employee is submitted by the employer employing such a person.
- Training costs may be reimbursed up to 70% of these costs, but not more than twice the average salary for one person.
- The refund includes, among others: costs incurred in connection with the training:
 - services provided by trainers incurred for the hours during which they provide training,
 - sign language interpreter services,
 - travel of the persons conducting the training, training participants, sign language interpreter, their accommodation and meals
 - training materials.
- The refund is also intended to cover expenses including the costs of wages of a disabled employee for the time during which the employee participates in the training.

Forms of support for the deaf in Poland



STARTING A BUSINESS ACTIVITY BY DISABLED ENTREPRENEURS

Dotacja na rozpoczęcie działalności gospodarczej

informacje o cookies!

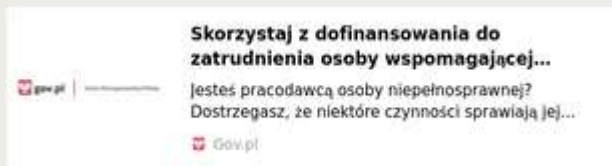
A subsidy from PFRON for starting a business or agricultural activity or contributing to a social cooperative can be obtained at the district labor office.

- The subsidy is aid in self-employment.
- This is non-refundable aid.
- To qualify for a subsidy, you must be disabled,
- A disabled person must be registered at the district labor office as an unemployed person or a job seeker who is not employed.
- The amount of assistance depends on the period for which the disabled person commits to running a business, agricultural activity or membership in a social cooperative:
- A disabled entrepreneur may receive a refund of social security contributions



Forms of support for the deaf in Poland

Reimbursement of the costs of employing an employee helping a disabled employee at work



If an employer employs a disabled person and notices that some activities are difficult for him or her, the employer can help by hiring a support worker. The costs of such an assistant's work will be reimbursed to the employer.

The assistant can help with:

- activities that facilitate communication with the environment,
- activities that are impossible or difficult to perform independently by a disabled employee at the workplace.

References:

Ustawa z dnia 27 sierpnia 1997 r. o rehabilitacji zawodowej i społecznej oraz zatrudnianiu osób niepełnosprawnych (Dz. U. z 2011 r., Nr 127, poz. 721 z późn. zm).

Ustawa z dnia 28 listopada 2014 r. o zmianie ustawy o rehabilitacji zawodowej i społecznej oraz zatrudnianiu osób niepełnosprawnych (Dz. U. Nr 1873).

Rozp. Ministra Pracy i Polityki Społecznej z dnia 23 grudnia 2014 r. w sprawie zwrotu dodatkowych kosztów związanych z zatrudnianiem pracowników niepełnosprawnych Dz. U. Nr 1987

Rozp. ministra Rodziny i Polityki Społecznej z dnia 24 czerwca 2021 r. zmieniające rozp. w sprawie zwrotu dodatkowych kosztów związanych z zatrudnianiem pracowników niepełnosprawnych

Discrimination in a Workplace and Audism

Discrimination in the workplace happens when a person or a group of people is treated unequally or unfairly because of their specific characteristics. These sensitive to discrimination characteristics include especially race, ethnicity, gender identity, age, disability, sexual orientation, religious beliefs, or national origin. Discrimination in the workplace can happen between coworkers, with job applicants, or between employees and their employers. One of the forms of discrimination that happens to D/deaf and hard of hearing people is audism.



What is audism?

Audism is discrimination against deaf or hard of hearing individuals, including biases favoring hearing people over them.

What may audism look like?

Audism may manifest itself in:

1. Discriminatory behavior - e.g. an important business meeting is not interpreted into sign language (if sign language is preferred by the D/deaf person), and the D/deaf employee only receives a written summary of the most important arrangements of the meeting.
2. Prejudice (negative beliefs) - e.g. the employer believes that his/her D/deaf employees are less independent than hearing ones.
3. Lack of willingness to adapt to D/deaf people - e.g. employees in one room sharing information in such a way that their D/deaf co-worker does not have access to it.

Discrimination in a Workplace and Audism

What causes audism?

1. Lack of knowledge about deaf people and their culture, e.g. the boss tells the deaf employee to limit his/her/their gesticulation during a meeting.
2. Lack of skills, e.g. a hearing employee talks to his/her/their deaf co-worker asking him/her/their to read lips or write because he/she/they does not know sign language.
3. Audiocentricity (the belief that the ability to hear and communicate verbally is the norm) - e.g. in a company commands are given verbally despite there are deaf people working there.



Types of audism:

- Conscious vs. Unconscious audism
 - Conscious audism - a person intentionally discriminates against deaf people despite knowing the negative consequences of his/her/their behavior.
 - Unconscious audism - the person accepts the dominant norms that favor hearing people and verbal communication.
- Individual vs. Systemic (institutionalized) audism
 - Individual audism is a person own negative beliefs and behaviors towards the deaf community or people.
 - Systemic audism is a preference for verbal communication in a society or social group, as well as a situation in which hearing people have power and make decisions (including those regarding deaf people).

Discrimination in a Workplace and Audism



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Occupational risk prevention

In our project we developed a method of occupational risk assessment that is for Deaf people, in order to help employers and safety professionals. The Deaf risk assessment method will identify all the risk factors in the system that can be the ultimate cause of injury and/or professional illness by means of predefined control lists and quantifying the risk based on the combination of gravity and probability of risk factor manifestation. The main steps in applying the method are: establishment of the assessment team; description of the analyzed system (workplace, installation); identification of risk factors in the system; assessment of the risks of occupational injury and illness; prioritizing risks and establishing prevention priorities; proposing prevention measures. Every step mentioned before is for Deaf people as well, taking account of individual workers' differences and avoiding discrimination at the same time. The method is suitable for a large diversity of workplaces, regardless of their activity domain or complexity, even if detailed system information is not available at the start of the assessment process.



Occupational risk prevention

You will often hear the phrase, "Disability is not inability", especially where people are trying to ensure equality in the workplace for people with disabilities. What is less widespread, however, is the knowledge that there are a few simple things that HR departments can do to create an equal environment at work. This in turn helps support people with disabilities and enables them to fulfill their professional potential.

Simply put, a person who is Deaf can perform at the same level as their non-Deaf colleagues and potentially achieve even more. A few reasonable adjustments are all it takes to create an accommodating environment that allows for maximum productivity from everyone.

Below are some ways in which HR departments can make accommodations for deaf people.



Health and safety law and regulations

A wide variety of Community measures in the field of safety and health at work have been adopted on the basis of Article 153 of the Treaty on the Functioning of the European Union. European directives are legally binding and have to be transposed into national laws by Member States.

European Directives set out minimum requirements and fundamental principles, such as the principle of prevention and risk assessment, as well as the responsibilities of employers and employees. A series of European guidelines aims to facilitate the implementation of European directives as well as European standards which are adopted by European standardization organisations., which should secure employee rights to a work environment that controls health and safety risk. As an employer, you has to protect your workforce from injury or illness at work. This includes your employees, indirect employees, or any member of your supply chain that are on your premises. Failure to do so is not only dangerous, costly, and negligent, but also damage employee morale and company reputation.

Depending on your industry, legal responsibilities may become more specific, however; even an office-based business should reduce risk where possible by implementing rudimentary protocols such as fire safety training or electrical tests in an office space.

The World Health Organization (WHO) has had a special program for occupational health since 1950. Workers' Health Programme in collaboration with ILO and countries call for identification and control of health hazards at work.

Health & Safety best practices

Occupational safety and health, including compliance with the OSH requirements pursuant to national laws and regulations, is the responsibility and duty of the employer. The employer should show strong leadership and commitment to OSH activities in the organization, and make appropriate arrangements for the establishment of an OSH management system.

The main goal of safety and health programs is to prevent workplace injuries, illnesses, and deaths. The recommended practice is using a proactive approach to manage workplace safety and health.

Get a program in place

Your company must have an occupational health and safety program with all the relevant information including training programs.

Get employee input

Involve your team in the tasks developed to identify possible defects in equipment and on ways to avoid injuries. Whether you are in an office environment or in a manufacturing setting, their view could be essential to prevent accidents. Face-to-face meetings with employees are always the most effective way of ensuring that the parts involved really understand the situation.

Create a health and safety manual

Once you have gathered input from your employees, create a reference manual that will be used as a guideline and should be reviewed and edited from time to time.



Make it work

Health & Safety best practices

Carry out health and safety training

Ensuring that all workers undergo health and safety training can help reduce accidents and injuries in the workplace. This, in turn, can also protect the company from facing costly legal battles with employees, as well as preventing employees from leaving the job site due to work-related illnesses.

Use an appropriate safety checklist

Look for or generate the best hazard identification checklists to evaluate the overall health and safety of your workplace, and set preventive controls to reduce or eliminate risks.

A workplace safety checklist is a tool used by safety officers to inspect office workplace environments to identify unsafe conditions and work practices that are likely to provoke injuries. These types of checklists can also help organizations apply the latest best practices for situations or changes in the workplace that affect lives and livelihood.

Each workplace and industry has its own set of hazards, and health and safety professionals should be able to identify which checklists are appropriate to specific workplaces and processes in order to ensure that complies with safety standards. Safety checklists can be useful to identify possible workplace hazards and to prevent work-related incidents, injuries, and illnesses.



Why is it important to have a job safety checklist?

Workplace safety is very important for any because all the workers desire and deserve working in a safe and protected environment. All the industries do have safety risks but by implementing the required precautions, companies can ensure their workers safety condition all the time.

A checklist is a standardized list of required steps developed usually for repetitive tasks. It provides several benefits. Here we have listed few:

Identify and avoid future problems

Safety checks will help you to identify possible issues so you will be able to sort it before becoming a major problem to save you spending a lot of money. It is important to take the time and evaluate what potential issues and hazards there may be in the workplace. Take the time to evaluate what could be an important issue. Look out for simple slip and trip hazards such as cables left dangling or an obstacle sticking out at an awkward angle.

The workplace will be safer

The wellbeing of clients, customers and employees should be the primary concern of every manager. Internal inspections are great to ensure health and safety conditions. Evidence shows that the simple checklist can help save lives. It enables us also to be better in taking care of our customers.



Why is it important to have a job safety checklist?

Improve communication across departments

Checklists allow managers and supervisors to check tasks in real-time. Any deficiencies spotted during the completion of a checklist will be instantly communicated without phone calls, text messages or time spent completing an additional paper form.

If you use checklists efficiently, everyone will know what is going on at any given time.

Organization

Checklists can help team members to stay more organized by assuring they do not skip any steps in a process. Each one would know what to do if an incident occurs.

Build a circle of safety procedures across departments.

All the departments should interact and verify that reported deficiencies have been addressed and sorted.out Every organization should have procedures to avoid safety problems and to face them in an efficient manner. In this way, you will close the gaps originated by poor communication, redundant forms and human error.

Example model for workplace safety checklist are

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Occupational risk prevention

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PART TWO

FOR DEAF PROFESSIONALS

Chapter One

Before starting the job



EU Law of disabilities

The European Commission adopted the Strategy for the rights of persons with disabilities 2021-2030. With this ten-year strategy, the European Commission wants to improve the lives of persons with disabilities in Europe and around the world.

A package to improve labour market outcomes of persons with disabilities

We have often stressed that access to the labour market is key to social inclusion for persons with disabilities. We therefore salute the Commission's announced package in 2022, in which it will seek cooperation with the European Network of Public Employment Services, social partners and organisations of persons with disabilities. Also, the publication in 2021 of an implementation report on the EU Employment Equality Directive, to be followed if appropriate with a legal proposal, articulates well with the recently adopted European Parliament resolution on the implementation of the Employment Equality Directive in line with the UNCRPD [Article 27 - Work and employment | United Nations Enable](#). We believe that, already today, the need to strengthen the role of equality bodies is clear to see.

By 2024, put in place a framework for Social Services of Excellence for persons with disabilities, to improve service delivery for persons with disabilities and to enhance the attractiveness of jobs in this area including through upskilling and reskilling of service providers.

Renewed HR strategy for the European Commission, including actions to promote diversity and inclusion of persons with disabilities.

Ongoing: deliver a renewed human resources strategy, including actions to promote diversity and inclusion of persons with disabilities.



Make it work

The Package is focused around six action areas, of which their deliverables will serve as practical tools and guidelines to implement the pre-existing legislation on employment and will be published during the next two years. These include:

1. Strengthening capacities of employment and integration services
2. Promoting hiring perspectives through affirmative action and combating stereotypes
3. Ensuring reasonable accommodation at work
4. Retaining persons with disabilities in employment: preventing disabilities associated with chronic diseases
5. Securing vocational rehabilitation schemes in case of sickness or accidents
6. Exploring quality jobs in sheltered employment and pathways to the open labour market

EUD Policy Recommendations on the establishment of targets for the employment of deaf people

On November 16, 2023, European Union of the Deaf (EUD) released its latest policy recommendations addressing the low employment rate of deaf individuals in the European Union. Despite the EU's commitment to the UN Convention on the Rights of Persons with Disabilities, there is a gap in aligning actions with obligations under Article 27. EUD's paper outlines the challenges and provides concrete policy recommendations for the Commission to enhance deaf individuals' employment rates. EUD calls upon the Commission to swiftly implement these recommendations, aligning with the EU's vision of a 'Union of Equality.' Find their recommendations below: Good practice in employment of people with disabilities.

References:

[Compendium - Good practice in employment of people with disabilities \(europa.eu\)](#)

Legislation in the Member States

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[Union of Equality: Strategy for the Rights of Persons with Disabilities 2021-2030](#)

[Article 27 - Work and employment | United Nations Enable](#)

EUD Policy Recommendations

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Law of disabilities in Greece

Provisions of Greek legislation concerning the access of Deaf people to the labour market

Law 4440/2016	15% of all advertised jobs in public organisations will be filled by people with disabilities.
Law 2643/1998:	Businesses operating in Greece in any form, employing more than fifty (50) persons, are required to employ persons with disabilities, in the proportion of eight percent (8%) of the total number of staff of the business.
Law 4488/2017	adoption of the UN Convention on the Rights of Persons with Disabilities by Greece. Among other provisions, it recognizes Greek sign language as equal to Greek spoken language and makes it an obligation of the state to provide access to information and services in an accessible way for Deaf people
UN 2030 Agenda	Also, Greece has adopted the UN 2030 Agenda in which Goal 8 states that by 2030, achieve full and productive employment and decent work for all women and men, including young people and people with disabilities, and ensure equal pay for work of equal value.

Law of disabilities in Italy

In Italy, the introduction of Law 68/1999, entitled "Regulations for the Right to Work of Disabled Persons", is a regulation that requires all employers, public and private, with more than 15 employees, to reserve a quota of positions for disabled persons, which has led to the creation of lists containing the names of disabled persons registered with employment offices. The persons covered by Law 68/1999 are those with physical, visual, or hearing impairments, and to be included in the categories protected by this law, it is necessary to be in possession of Law 104/1992, a law that establishes the type of disability from which the person suffers.

People with disabilities who are already employed and have a certificate of disability issued under Law 104/1992 are entitled to 18 hours of paid leave per month to be absent from work.

Others Reference legislation:

Law n. 308, March 13, 1958	Norms for the compulsory employment of the deaf.
Law n. 381 of 26 May 1970	"Increase of the ordinary contribution of the State in favour of the National Board for the Protection and Assistance of Deaf-mutes and of the measures of the assistance allowance for deaf-mutes."
Law no. 68 of 12 March 1999	'Regulations for the right to work of the disabled'
Law no. 95 of 20 February 2006	'New regulations in favour of the hearing impaired'.

Law of disabilities in Lithuania



The Lithuanian legislation, programmes and plans relating to individualized support for persons with disabilities are the following:

1. The Constitution of the Republic of Lithuania;
2. Law on Equal Opportunities of the Republic of Lithuania;
3. Law on the Social Integration of the Disabled of the Republic of Lithuania;
4. Law on the Fundamentals of the Protection of the Rights of the Child of the Republic of Lithuania;
5. Law on the Social Services of the Republic of Lithuania;
6. Personal Assistant Law of the Republic of Lithuania;
7. Labour Code of the Republic of Lithuania;
8. Program for the Creation of a Suitable Environment for the Disabled in all Areas of Life developed by the Ministry of Social Security and Labour (in relation to the National Progress Plan for 2021-2030);
9. Action Plan for the Social Integration of People with Disabilities for 2021-2023;
10. Social Cohesion Development Programme for 2021-2030;
11. The Programme of the 18th Government of the Republic of Lithuania and its Implementation Plan;
12. Strategic Guidelines for the Deinstitutionalisation of Social Care Homes for Children with Disabilities, Children without Parental Care and Adults with Disabilities.

Law of disabilities in Lithuania



The Law on Social Integration of the Disabled of the Republic of Lithuania, passed in 1991, aims to "regulate the establishment of disability, medical, vocational and social rehabilitation for disabled persons, the adjustment of conditions for the disabled, as well as the development and education of the disabled, and shall establish legal, economic and organisational guarantees for the occupational, vocational and social rehabilitation of the disabled." The Principles of the Social Integration of the Disabled, as they appear in Section 2 of the Law are listed here:



- In the Republic of Lithuania, the disabled, regardless of the cause, character and degree of the manifestation of their disability, shall be entitled to the same rights as other residents of the Republic of Lithuania. The state shall provide additional assistance and guarantees to disabled persons who cannot exercise their rights independently.
- Public and State structures shall be open to the disabled. Disabled persons shall participate in deliberation of all questions connected with their life and activities.
- Disabled persons shall be protected from all types of exploitation, discrimination and abusive or scornful behavior.
- Disabled persons shall receive medical, functional, psychological and pedagogical assistance in their place of residence, with the exception of cases, which necessitate the provision of assistance in special institutions.



Law of disabilities in Lithuania



Disabled persons shall be developed and educated; they shall gain a profession, shall work and engage in useful activities according to their ability, interests and opportunities. During the preparation of Governmental and other national programmes, specific needs of the disabled shall be taken into consideration. The disabled, their parents and guardians, as well as public organisations of disabled persons shall be provided with information and skilled consultation concerning their rights and legitimate interests. Disabled persons shall perform their duties according to their ability, skills and knowledge. Disability does not exempt an individual from liability for his or her actions, with the exception of cases provided for in laws.



In September 2019, Lithuania updated its Law on social enterprises, aiming to equalize conditions for people with disabilities to work both in social enterprises and in the open labour market. The aim of these changes was to equalize the conditions for people with disabilities to work both in social enterprises and in the open labour market. In September 2019, Lithuania also updated Law on Employment and introduced new labour market services for people with disabilities assisted employment and in-work support assistance.



- These changes have connections with 2020 Country Specific Recommendations for increasing active labour market policy measures coverage.

Law of disabilities in Poland



Discounts and entitlements disabled worker at work

Polish law provides every citizen with the right to an independent and dignified life. Disabled people, with a certificate of disability, also receive support from public institutions in securing their livelihood, adapting to work and social communication. This results in the statutory obligation of state authorities, among others, to provide people with disabilities with assistance in professional activation on the labor market.

People with disabilities can count on reliefs and privileges when taking up employment.



The most important rights of a disabled employee include:

- an additional break from work of 15 minutes included in the working time (irrespective of the statutory 15-minute break with at least 6-hour daily working hours), which a disabled employee can use for fitness exercises or rest
- employees with a severe or moderate degree of disability are entitled to an additional holiday leave of 10 working days in a calendar year. The additional leave must be added to the days of annual leave due under the provisions of the Labor Code. Therefore, the total length of leave of a person with a severe or moderate degree of disability is: 30 days - if they have been employed for less than ten years or 36 days - if they have been employed for at least ten years. A part-time employee may also take advantage of additional annual leave calculated in proportion to the employee's working time. For the first time, such leave can be used after working for 1 year after the date of classifying it to one of the degrees of disability. Such leave is not granted to a person entitled to a holiday leave exceeding 26 working days



Law of disabilities in Poland



Furthermore ...

- employees with a certified severe or moderate degree of disability may take leave from work while retaining the right to remuneration. The employer grants a leave from work to enable the disabled employee to participate in a rehabilitation stay for up to 21 days, not more often than once a year, or to perform specialist examinations, treatment or rehabilitation procedures, as well as to obtain orthopedic supplies or repair them, if these activities are not can be made outside working hours. However, it should be noted that the right to dismissal from work can be combined. The amount of additional holiday leave and leave for a rehabilitation stay may not exceed 21 working days in a calendar year. Remuneration for the time of such leave from work should be calculated as a cash equivalent for annual leave.
- the possibility of shortening the working time - the working time of a disabled person is a maximum of 8 hours a day, which is 40 hours a week. Employees with disabilities may not be employed to work overtime and at night. This prohibition does not apply to employees employed in guarding and when the doctor conducting preventive examination or caring for a disabled person agrees to it. The costs of possible examinations to be ordered by a doctor in order to determine the admissibility of applying general standards of working time to a disabled person shall be borne by the employer. Employees with a severe or moderate degree of disability may apply to the employer for shortening the working time by presenting a certificate confirming the advisability of using the shortened working time standard, issued by a doctor who conducts preventive examinations of employees or, in the absence of such a certificate, by a doctor caring for a disabled person. The reduced working time is 7 hours a day, which is 35 hours a week. Shorter working time standards may not result in a reduction in the amount of the employee's monthly remuneration.
- possibility to notify the employer of reasonable improvements resulting from the disability of a given person. Reasonable improvements may relate to adapting the room, removing architectural barriers, equipping or retrofitting the workplace, enabling the use of alternative forms of communication - hiring a sign language interpreter, as well as adjusting working time, division of tasks in.

Law of disabilities in Poland



Thanks to these reliefs, many disabled people can be professionally active without resigning from rehabilitation, treatment or improvement treatments. Disabled employees can lead a normal life, meet their basic needs and pursue professional interests

Restrictions on the working time of all persons with disabilities do not apply to employees employed in guarding. Restrictions on working time also do not apply when the employed employee resigns from this right by submitting an application to the employer for referral to a medical examination. After the examinations, the employee should receive a medical certificate with permission not to apply the provision on short-time work to him/her.

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2. Labor Code, ACT of June 26, 1974 (Journal of Laws 1974 No. 24 item 141)
3. ACT of 27 August 1997 on vocational and social rehabilitation and employment of disabled people (Journal of Laws 1997 No. 123 item 776)
4. UN Convention on the Rights of Persons with Disabilities.

Belgium legislation concerning deaf people and the labor market



Legislation

Legislation does not foresee a specific procedure to provide reasonable adjustments. The initiative can come from the employee or the employer if the employer notices support needs. Premiums are given to the employer to pay for the adaptations.

The adaptation of workstations is a right conferred by the Anti-Discrimination Act of 10 May 2007. Refusal of workplace adaptations is seen as discrimination.



Employer Legal Requirements

Federal government has a self-chosen 3% target. Unable to locate quotas or targets for employers or Flanders.

Disability status information can be collected by self-identification questions but they are not market-practice in Belgium. Therefore, some employees might feel uncomfortable answering some of the questions.

Application stage, after the offer has been made and after employment commences:
Yes, assuming employee has been given GDPR-compliant notice of the data collection.

Under the 2007 Discrimination Acts, companies have an obligation to make reasonable adjustments for disabled workers. This requires processing information on the nature of the disability of the worker and the measures that could be taken in order to improve the conditions of work

Measures to support workers with disabilities

Workers with disabilities are entitled to funding towards transportation costs, and where applicable work tools or professional clothing.

Belgium legislation concerning deaf people and the labor market



Discrimination

The 2007 Anti-Discrimination Law ("Loi du 10 mai 2007 adaptant le Code judiciaire à la législation tendant à lutter contre les discriminations et réprimant certains actes inspirés par le racisme ou la xénophobie") is the main federal legislation on discrimination in Belgium.

It covers access to goods and services (including housing, insurance, shops); both public and private sector employment; access to health services and social security; participation in and access to any form of economic, social, cultural or political public activity.

This legislation defines and addresses direct discrimination and indirect discrimination. Direct discrimination refers to instances such as the refusal to hire someone based on his or her visual impairment. Indirect discrimination refers to situations where a blind person is denied access to a shop because guide dogs are banned. These acts are considered as discriminatory and can be brought before the courts of justice

Workers can call on the Social Inspection Service ("Contrôle des lois sociales") which handles complaints based on legal breach including discrimination. This Service has the authority and powers to draft reports (which are recognised by the courts of justice) and undertake both out-of-court procedures and lawsuits.

A specific organisation has also been set up, the Equality Centre ("Le Centre pour l'égalité des chances et la lutte contre le racisme", or Centre for the promotion of equal opportunities and the fight against racism) where legal experts may also undertake out-of-court procedures and lawsuits.

Belgium legislation concerning deaf people and the labor market



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Vlaams Agentschap voor Personen met een Handicap | [Vlaanderen.be](https://vlaanderen.be)

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Decreet houdende de erkenning van de Vlaamse Gebarentaal (vlaanderen.be)

Wetgeving | Unia

Chapter Two

During the process of recruiting



Job interview types

A job interview is a selection process used by organizations to help determine whether a job candidate has the necessary knowledge, skills, and abilities to do the job. It may also be used to see if there is a good fit between the applicant and organization from a standpoint of culture and values. In this lesson, we're going to review some of the interview types that are used by organizations in selecting the proper candidate for the position.

The work journey begins with an interview. You have to pass the interview to start your work-life.

The interview is conducted by asking questions and obtaining information from the interviewee. An Interviewer is the one who asks questions and an interviewee is who answers the questions.

In organizations or companies, interviews are generally conducted to test the interviewee, check their domain knowledge, examine their skills, scrutinize their behavior and attitude, and many other aspects that are required to fulfill organizational needs.



Job interview types

You should be aware what are the types of interviews and how they are performed are:

Personal interview	It's usually a face-to-face meeting or two-way communication between the recruiter and the candidate.
Evaluation interview:	This interview that takes place annually when you are working in a company to review the progress of the employee is called the evaluation interview. Naturally, it is occurring between superiors and subordinates. The main objective of this interview is to find out the strengths and weaknesses of the employees.
Persuasive interview	This interview is designed to understand the persuasive talent of the employee about a product or an idea. Example: When a sales representative talks with a buyer, persuasion take into the form of convincing the target it's the product needed.
Structured interview	Structured interviews follow formal procedures predetermined with an agenda or questions.
Unstructured interview	When the interview does not follow the formal rules or procedures. It is called an unstructured interview. The discussion will probably be free-flowing and may shift rapidly from one subject to another depending on the interests of the interviewer and the interviewee.
Counseling interview	This may be arranged to find out what has been troubling the workers and why someone has not been working.
Disciplinary interview	Disciplinary interviews are occurring when an employee has been accused of breaching the organization's rules and procedures

Job interview types

You should be aware what are the types of interviews and how they are performed are:

Stress interviews	It is designed to place the interviewee in a <u>stressful</u> situation in order to observe the interviewee's reaction.
Informal or conversational interview	In the conversational interview, no predetermined questions are asked, in order to remain as open and adaptable as possible to the interviewee's nature and priorities; during the interview, the interviewer goes with the flow.
General interview	The guided approach is intended to ensure that the same general areas of information are collected from each interviewee this provides more focus than the conversational approach but still allows a degree of freedom and adaptability in getting the information from the interviewee.
Standardized or open-ended interview	Here the same open-ended questions are asked to all interviewees; this approach facilitates faster interviews that can be more easily analyzed and compared.
Unstructured interview	When the interview does not follow the formal rules or procedures. It is called an unstructured interview. The discussion will probably be free-flowing and may shift rapidly from one subject to another depending on the interests of the interviewer and the interviewee.
Closed or fixed-response interview	This is an interview where interviewers ask the same questions and the interviewee is asked to choose answers from the same set of alternatives. This format is useful for those who have not practiced interviewing.

The tools for the interview

We already talked about what a job interview is and what it is for, now it is time to review the main qualities of this practice. Keep in mind that we are social beings by nature and employment specialists know this. For this reason, they have spent years developing techniques and tests to know the aptitude and qualities of a candidate.

With all the aforementioned in mind, we can say that the characteristics are:

<p>Formal and Informal interviews</p>	<p>Formal interviews are well-planned interviews, the questions are prepared in advance, and the time, date, venue, dress code, everything is decided prior to the interview.</p> <p>Whereas, Informal interviews are not well-planned and the questions are random and generic. The communication between both is also casual as compared to formal interviews.</p>
<p>Sequential and Panel Interview</p>	<p>Sequential interviews consist of several interviews. Here in this kind of interview, the same set of questions are asked repeatedly by several interviewers to check if the interviewee answers in the same manner or not.</p> <p>And in Panel Interview, several interviewers are sitting to ask questions to the interviewee.</p>
<p>Group Interview</p>	<p>Group Interviews are where many interviewees participate in the interview. Usually, it is termed as applicant pool and it happens during college or university placements. In group interviews, many interviewees are evaluated and few are selected amongst all.</p>
<p>Situational Interview</p>	<p>In this kind of interview, a situation or a problem is kept front of the interviewee and interviewers ask them how they will deal with it and what will be the solution for it. Through this interview, they evaluated how well they will manage problems in an organization and how proactive they are in taking decisions in such situations.</p>

The tools for the interview

Phone or Video Call interview

This interview will be performed on the Phone call (Telephonic round) or Video Call. In the current pandemic, we have witnessed how interviews were taking place on video calls. And this type of interview was majorly focused on during the covid-19 situation

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Chapter Three

After the person is employed



CHAPTER THREE

Support for deaf people in labour issues in Greece



<p>The Federation of Deaf People in Greece</p>	<p>(OM.K.E.) is the main advocating organization for the Deaf rights in Greece. It is a member of the National Confederation of People with Disabilities (ESAMEA), the European Union of the Deaf (EUD), the World Federation of the Deaf (WFD), and the European Federation of Hard of Hearing (EFHOH). Its purpose is to defend the rights of the Deaf for equal integration in society. Deaf people can turn to the Federation for any matter affecting their rights and to request information about them. The Federation also provides interpreting service to Deaf people to meet their everyday needs.</p>
<p>The National Foundation for the Deaf</p>	<p>is a public organization that provide interpreting services to Deaf people in Greece. It also has a relay service where Deaf people can use to make telephone calls through a Greek sign language interpreter.</p>
<p>Ombudsman</p>	<p>An independent public service to which Deaf people can appeal when they feel that their employment rights are being violated. The service will mediate with the private or public organization to find a legal solution that satisfies all parties.</p>
<p>Public Employment Service</p>	<p>A government agency for the promotion of employment in the country. It has specialized service points for people with disabilities, where they provide information on their rights, the employment programs available, and the benefits to which they are entitled.</p>

Sources:

Federation of Deaf People in Greece: <https://www.omke.gr>

National Foundation for the Deaf: <https://idrimakofon.gr>

Ombudsman: <https://www.synigoros.gr/el>

Public Employment Service" <https://www.dypa.gov.gr>

Forms of support for the deaf in Italy



<p>Law 462/68</p>	<p>In Italy, deaf people are also protected by Italian law in terms of employment and social security (Di Mauro, 2010). Law 462/68 on the General Discipline of compulsory employment in public administrations and private companies provided for the establishment of special employment for different categories of citizens: civil invalids, "war invalids, service invalids, including the deaf-mute.</p>
<p>Law 462/68</p>	<p>Law 462/68 on the General Discipline of Compulsory Recruitment in Public Administrations and Private Companies provided for the establishment of special employment for different categories of citizens: civil, war and service invalids, including the deaf-mute.</p> <p>This system guaranteed the possibility of permanent access to public employment. The downside of this solution, however, was that the deaf were placed in generic, demotivating jobs, without the possibility of a career, due to communication barriers (Maragna, 2000).</p>
<p>Law no. 68 of 12 March 1999</p>	<p>Law no. 68 of 12 March 1999 ("Rules for the right of disabled people to work") introduced new measures for the employment of disabled people, such as the establishment of support services and targeted employment. By law, disabled persons with physical, psychic, sensory and intellectual impairments, work, war, civil and service invalids with a degree of invalidity of more than 30 per cent are eligible for these services. The right to be included and integrated into the world of work also belongs by law to non-EU citizens, recognised as disabled and regularly present in Italy.</p>

Forms of support for the deaf in Italy



Law 68/1999

Law 68/1999 ushers in a new philosophy of employing disabled workers: the traditional purely welfare approach gives way to a vision of the disabled person as a worker in his own right, who is assessed based on his specific skills and the type of contribution he can make to the company's productivity (Di Mauro, 2010). Entry into the world of work, as established by the law in question, takes place through enrolment in the targeted employment lists, at the employment centres of the province to which one belongs. These centres have the task of entering into agreements with the companies that are obliged to hire the protected categories, collecting job applications, drawing up special rankings based on the skills required by the companies and conducting interviews to ascertain whether the people registered possess the required skills. In addition to the targeted employment lists, persons belonging to the protected categories can also register on the special lists, also available at the provincial employment centres. These lists entitle members to check the companies obliged to employ disabled personnel and thus allow them to self-apply for open positions. A further opportunity for insertion into the world of work is given directly by the employer, who can also hire by nominal call, through the selection of spontaneous applications, or by consulting the lists of workers with disabilities. For pension purposes, Law 104/92 provided that for each year of work performed by deaf and dumb workers, two months of notional contributions were added, for a maximum of five years.

Sources:

<https://arealavoro.ens.it/norme-e-leggi/collocamento-mirato>

<https://www.gazzettaufficiale.it/eli/id/1968/04/30/068U0482/sg>

<http://www.storiadeisordi.it/2019/07/13/collocamento-obbligatorio-a-favore-dei-sordi-nella-p-a/> http://www.edizionieuropee.it/law/html/32/zn58_03_022.html

Forms of support for the deaf in Lithuania



Lithuanian sign language is the native language for the deaf, so the crucial need is for information to be made accessible via the use of the sign language or text (subtitles).

Centralised Interpreting Centre in the heart of each of the major towns and cities, funded by the Government provide free interpreters for all of the Deaf community's needs: social, education, medical, employment, and personal. All official governmental as well as presidential announcements are interpreted in Lithuanian Sign Language.

There is a mobile app for 112 created specifically for the deaf. In order to use it, pre-registration and the authorization code provided by the Lithuanian Deaf Association is required. Using the app, registered users can contact the Emergency Response Centre and ask for emergency help by:

- a video call;
- a text chat (messaging);
- a usual voice call.

A video call allows people with hearing impairment to refer for emergency help in Lithuanian sign language, while the illustrated wizard facilitates communication via a text chat.

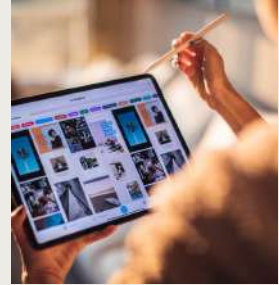
The public broadcaster LRT subtitles just a little over 6 percent of their total broadcast, and almost 5 percent of the programming is translated into sign language.



Forms of support for the deaf in Lithuania

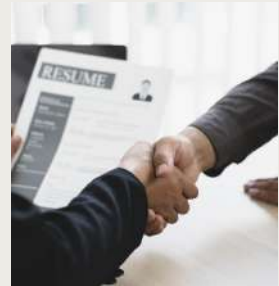


The Centre of Technical Aid for Disabled People under the Ministry of Social Security and Labour provides disabled people with technical aids (audio transmission systems, timers, Signalling and indicating devices, mobile phones, PC, tablets).



The Law on Social Integration of the Disabled of the Republic of Lithuania requires that, if a disabled person has the necessary qualifications, "employers "may not refuse to employ him or her or discriminate against him or her in any other way for the sole reason of invalidity" (Section 17).

The law also requires that workplaces with more than 50 employees must have a workforce made up of at least 2% persons with disabilities (Section 18).



Section 20 – Working Conditions, Work Time and Vacation Time for the Disabled. Working conditions shall be created for disabled persons pursuant to the findings of the commissions establishing disability. If the findings of the commissions establishing disability do not provide otherwise, disabled persons may, on their own wish, be exempt from working overtime, on holidays, rest days and at night.



Disabled persons shall be granted 35 calendar days of annual vacation. Disabled persons, parents of disabled persons, and guardians caring for disabled persons who have been determined to be in need of permanent nursing shall be granted 30 calendar days of unpaid vacation at any desirable time.

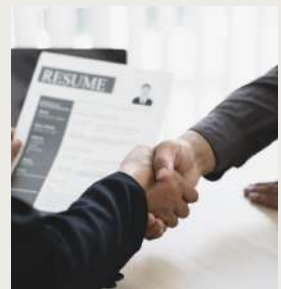
If the parents or guardians caring for disabled persons who have been determined to be in need of permanent nursing so wish, they shall be provided by employers with work at home, work according to a flexible schedule, or short working days (weeks).

Forms of support for the deaf in Belgium



When you are having troubles finding a job, you can rely on the services offered by VDAB and GTB. In Flanders, VDAB is the most important organization when it comes to supporting people in finding a job.

GTB is a service which belongs to VDAB and is specifically aimed at disabled people who are looking for a job. Once registered at VDAB, you are granted various benefits: matching job vacancies will be e-mailed to you, you will be supported in judging each job vacancy you encounter, you will qualify for employment premiums and measures, and you will be able to have more opportunities to work by attending specific training programs.

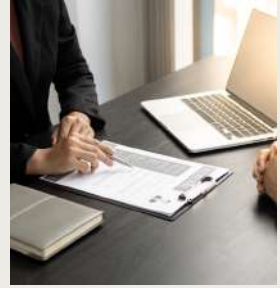


To be able to make use of these benefits, you do, however, have to meet the following conditions: you actively have to look for a job yourself, you are not allowed to refuse a matching job, support or training program offered to you by VDAB, you always have to attend meetings with your job counselor and must actively cooperate as well as be available through e-mail and mail.

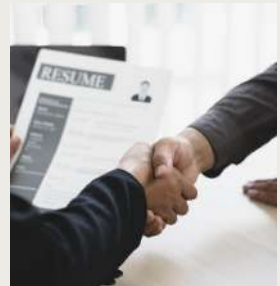
Forms of support for the deaf in Belgium



The support program is built with the beneficiary. It includes several steps defined according to the needs identified during a first meeting:



- Personal and professional assessment covering skills and interests, personal values, work-life balance, mobility, etc.
- Information on the rights and duties as a job seeker (administrative procedures, the role of institutions, employment assistance)
- Identification of specific needs as a deaf or hard of hearing person
- Presentation of existing resources (help for workstation layout, specific services, etc.)
- Labor market approach
- Definition of the professional project
- Construction of an action plan to validate the choices made and implement your project
- Support for implementing procedures (search for internships, training, registration in job search modules, etc.)



Once employed, you will pay taxes which the government uses to provide social solidarity. This means you will have the right to governmental support when you are ill or lose your job. Even if you have a part time job and do not earn enough money, you will be granted supplementary income under certain conditions.

Forms of support for the deaf in Belgium



Step by step for a case of a deaf worker:

- ✔ Application for employment support measure
 - VDAB decides on recognition of occupational disability
 - Recognition entitles you to guidance and compensation

- ✔ Assistance of an interpreter for deaf workers, self-employed persons and jobseekers with an occupational disability
 - Free support for sign language interpreters
 - For 10 percent of effective working time

- ✔ Allowance for work tools, clothing and workstation adjustments
 - Request compensation from VDAB
 - You become and remain the owner of the work tools

- ✔ Contribution to commuting costs for people with disabilities
 - Allowance for accompanying persons, ordinary or specialized motorized transport
 - Request compensation from VDAB

Sources:

[Werken met een beperking | Vlaanderen.be](http://werkenmeteenbeperking.vlaanderen.be)

<http://www.doofenmigratie.be/>

[Service d'aide à la recherche d'emploi pour personnes sourdes et malentendantes en Wallonie \(sarew.be\)](http://service.d'aide.a la.recherche.d'emploi.pour.personnes.sourdes.et.malentendantes.en.wallonie.sarew.be)

Forms of support for the deaf in Poland



According to the Act of August 27, 1997 on Vocational and Social Rehabilitation and Employment of Disabled Persons, a disabled person is included in the employment status of disabled persons from the date of presenting the employer with a certificate confirming the disability.

EMPLOYERS' RIGHTS IN RELATION TO THE EMPLOYMENT OF DISABLED PERSONS

- ✓ Monthly subsidy to the salary of a disabled employee
- ✓ Reimbursement of the costs of adapting the workplace
- ✓ Reimbursement of the costs of equipping a disabled person's workplace
- ✓ Reimbursement of training costs for a disabled employee
- ✓ Reimbursement of the costs of employing an employee helping a disabled employee at work

Forms of support for the deaf in Poland



Reimbursement of the costs of adapting the workplace



In the case of some disabilities, it is necessary to adapt work stations. Reimbursement of adaptation costs can be obtained from PFRON funds.

The funds received can be used for:

- adapting the premises of the workplace to the needs of people with disabilities, in particular those incurred in connection with the adaptation of created or existing workplaces for these people, according to the needs arising from their disability;
- adaptation or purchase of devices that make it easier for a disabled person to perform work or function in the workplace;
- purchase and authorization of software for the use of disabled employees and assistive technology devices or adapted to the needs resulting from their disability;
- identification by occupational medicine services of the needs referred to above.

It is important that the reimbursement applies to people with disabilities:

- unemployed or job seekers who are not employed;
- remaining employed by the employer applying for reimbursement of expenses, except for cases where the cause of disability during the period of employment with this employer was a violation of regulations, including labor law, caused by the employer or the employee.

Forms of support for the deaf in Poland

Reimbursement of training costs for a disabled employee



- This is aid from the State Fund for the Rehabilitation of Disabled Persons, which an employer employing such people can apply for. Training for disabled people may also be organized by the employer.
- An application for assistance in the form of reimbursement of training costs for a disabled employee is submitted by the employer employing such a person.
- Training costs may be reimbursed up to 70% of these costs, but not more than twice the average salary for one person.
- The refund includes, among others: costs incurred in connection with the training:
 - services provided by trainers incurred for the hours during which they provide training,
 - sign language interpreter services,
 - travel of the persons conducting the training, training participants, sign language interpreter, their accommodation and meals
 - training materials.
- The refund is also intended to cover expenses including the costs of wages of a disabled employee for the time during which the employee participates in the training.

Forms of support for the deaf in Poland



STARTING A BUSINESS ACTIVITY BY DISABLED ENTREPRENEURS

Dotacja na rozpoczęcie działalności gospodarczej

informacje o cookies!

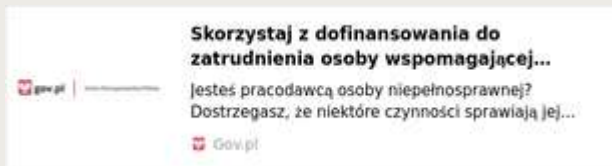
A subsidy from PFRON for starting a business or agricultural activity or contributing to a social cooperative can be obtained at the district labor office.

- The subsidy is aid in self-employment.
- This is non-refundable aid.
- To qualify for a subsidy, you must be disabled,
- A disabled person must be registered at the district labor office as an unemployed person or a job seeker who is not employed.
- The amount of assistance depends on the period for which the disabled person commits to running a business, agricultural activity or membership in a social cooperative:
- A disabled entrepreneur may receive a refund of social security contributions



Forms of support for the Deaf in Poland

Reimbursement of the costs of employing an employee helping a disabled employee at work



If an employer employs a disabled person and notices that some activities are difficult for him or her, the employer can help by hiring a support worker. The costs of such an assistant's work will be reimbursed to the employer.

The assistant can help with:

- activities that facilitate communication with the environment,
- activities that are impossible or difficult to perform independently by a disabled employee at the workplace.

References:

Ustawa z dnia 27 sierpnia 1997 r. o rehabilitacji zawodowej i społecznej oraz zatrudnianiu osób niepełnosprawnych (Dz. U. z 2011 r., Nr 127, poz. 721 z późn. zm).

Ustawa z dnia 28 listopada 2014 r. o zmianie ustawy o rehabilitacji zawodowej i społecznej oraz zatrudnianiu osób niepełnosprawnych (Dz. U. Nr 1873).

Rozp. Ministra Pracy i Polityki Społecznej z dnia 23 grudnia 2014 r. w sprawie zwrotu dodatkowych kosztów związanych z zatrudnianiem pracowników niepełnosprawnych Dz. U. Nr 1987

Rozp. ministra Rodziny i Polityki Społecznej z dnia 24 czerwca 2021 r. zmieniające rozp. w sprawie zwrotu dodatkowych kosztów związanych z zatrudnianiem pracowników niepełnosprawnych

MOTIVATION TO EXPRESS YOURSELF AND HOW TO DO THAT

This chapter will deal more with the topic of motivation in the work environment and the various difficulties that can make you feel less motivated to carry out your daily activities.

It mainly concerns deaf people who are already in the world of work, but it can also be of interest to those who are unemployed or who are studying because by reading it it is possible to get an idea of the different situations in which one can find oneself when one has access to work and to imagine from now on possible adaptable strategies.

The topic of motivation is approached from a more practical point of view, by considering situations that occur frequently and suggesting possible solutions, so that the discomfort caused by the example is reduced to the point of disappearing.

It should be remembered that at the time when a deaf person is employed in a workplace, whatever it may be, various situations may arise which may also be a source of discomfort and the situations listed here refer more to the case when there is a deaf person employed in a work environment composed mostly of hearing people who have never had interaction with people with disabilities.

MOTIVATION TO EXPRESS YOURSELF AND HOW TO DO THAT

The first difficulty that one faces when being hired in a workplace is the moment of meeting the colleagues, and as in all situations where one introduces oneself to a group, it is necessary to introduce oneself by saying who one is and by pointing out that one is a deaf or hard of hearing person. Since many people may not know what deafness is, or what kind of disability it is, and if the topic is already handled without fear by the disabled person, one can convey the concept that disability is not a situation to be ashamed of or a taboo subject, but rather that it can be a source of richness and insight as a diversity, and that one can talk about it without shame. Therefore, when introducing oneself as a deaf person or hard of hearing person, it is also useful to explain the ways of interacting with a deaf or hard of hearing person, the methods of communication (such as sign language, writing, gestures or speaking) and how to attract attention so that a serene and cooperative atmosphere can be established right away.

This introduction may not be necessary if there are other deaf people in the same workplace or if colleagues have already attended deaf awareness courses or sign language courses, but it should not be assumed that all deaf people have the same needs or difficulties.

To be able to explain one's needs as clearly as possible, it is important to be aware of one's identity and what is useful to perform one's work to the best of one's ability.

MOTIVATION TO EXPRESS YOURSELF AND HOW TO DO THAT

While working life there may be episodes that make the deaf person not easy, but the important thing is not to get demoralized, to remember that there is always a solution and to find it.

Below are some examples of situations that have occurred in the past and for each of them there are possible solutions.

For example, you may feel demoralized because you feel excluded from your colleagues; if you find yourself in this situation, do not become demoralized, but bring the situation to the attention of your boss and try to find a solution with him. For example, you could suggest that your colleagues attend sign language classes during work hours so that they can communicate with you, or you could try teaching signs to colleagues with whom you are more familiar in the hope that other colleagues will become curious and learn them, or you could draw your colleagues' attention by reminding them that in order to understand communication, you need them to write down or speak clear.



MOTIVATION TO EXPRESS YOURSELF AND HOW TO DO THAT

If, on the other hand, some of your colleagues speak more closely, or because they come from another state or have an articulation of words that makes lip-reading more difficult, there are several strategies you can use. The most immediate solution, if you have a pen and paper nearby, is to ask your conversational partner to write down what your conversational partner wants to say to you and use handwriting to communicate; if you have your cell phone with you, you can ask to your colleague to write down what wants to say to you, and in the case of your a colleague that use a foreign language, you can use a translation application to translate what your colleague wants to say to you from his or her language to yours.



MOTIVATION TO EXPRESS YOURSELF AND HOW TO DO THAT

Another example of a situation that could happen to you is when announcements or notices are made orally to all employees and you are always the last to know the news; again, do not be demoralized because the solutions are many and easily attainable. If the difficulties concern oral announcements, you can ask your supervisor or manager to communicate the announcements directly to you, or to write the announcements and have the paper found on your desk or hung in places that are frequented daily, or to send a notice to everyone by e-mail so that access to information is equal for everyone and happens to everyone at the same time.

On the other hand, if the difficulty is related to the timing of business or union meetings, you can ask managers to always provide a sign language interpreter if you use sign language; if you do not use sign language, you can explain to your manager how to make the meeting more accessible to you.



MOTIVATION TO EXPRESS YOURSELF AND HOW TO DO THAT

If the meeting was impromptu and there was no time to contact or locate an available interpreter, remember that technology can be helpful, and if you are in a quiet environment with no background noise, you can use voice transcription applications to transcribe what is said during the meeting so that you can read and understand the communications. If you find that this strategy is not optimal for you to fully understand what is being said, remember that it is a temporary solution and should only be used in cases of urgency, and bring this to the attention of your manager.

Another feeling you may have as you gain a better understanding of how to do your job is that you may think you are less qualified or less capable than your colleagues, but don't let this demoralize you because it is not so. Your hearing colleagues may seem more capable either because they have more experience than you or because they have taken online courses. You can do the same; you can learn a lot about your job by looking up information online, or you can ask your supervisor to let you take refresher courses and remind him or her of the need to make them accessible through the presence of a sign language interpreter or captioning.



MOTIVATION TO EXPRESS YOURSELF AND HOW TO DO THAT

You may also feel that you are not completely safe at work because of the inaccessibility of emergency equipment, you can share this concern with your superiors by asking them to install visual or light emergency beacons so that when the emergency sound is activated at the same time the flashing signal is activated and in this way your safety does not depend on your colleagues but you also have the ability to know what is going on.

As you have been able to observe, there are many possible solutions to any problem or inconvenience, and the most important thing is to be aware of your own identity and, consequently, of your needs and desires. Remember also that deaf people have as an advantage the fact that they have a more developed vision than hearing people and a greater attention to detail and above all a marked ability to perform manual work and this could be useful to share with your supervisor if you do not like the work you are doing so that he or she can consider changing the tasks you have to do and give you assignments that are more suited to your abilities and qualities.



MOTIVATION TO EXPRESS YOURSELF AND HOW TO DO THAT

In conclusion, always remember that people with disabilities should be treated fairly in the workplace, both in terms of health and safety, and in order to be able to do your job as calmly as possible and as well as your colleagues, draw your manager's attention to your needs and requirements, communicate them calmly, and if you feel that your conversational partner is not very well informed about what you are suggesting, try to explain it as clearly as possible and also suggest possible providers of these services that you already know or have already used; Any suggestion will certainly be considered useful by your manager, because you will facilitate his/her work in identifying the people or companies to contact and involve in order to make the various moments that characterize working life more accessible.

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<https://www.parlamento.it/parlam/leggi/99068l.htm>



PART THREE

ADDITIONAL MATERIALS



VIDEOS



Erasmus Traineeship



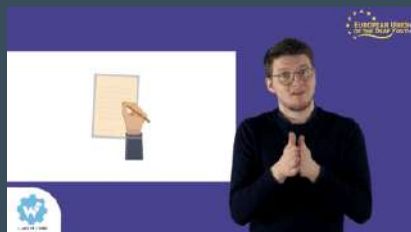
Europass CV



Get prepared for an interview



Work certificate, job reference,
and letter of recommendation



Motivation Letters



Types of contracts

ADDITIONAL MATERIALS



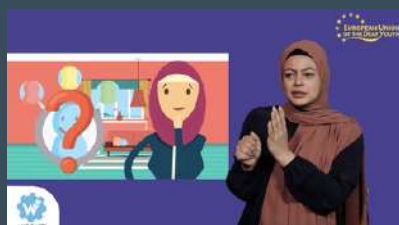
VIDEOS



Where to find a job?



Working legislation for people with disabilities



Soft skills



Social Entrepreneurship



Erasmus Entrepreneurs



Employment contracts

One can find additional materials also [here](#).