

EFQM Good Practice Competition 2015
Achieving Sustainable Excellence

Registration form

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The registration form and submission report have to be returned together with the video to Vinciane Beauduin at EFQM (Vinciane.beauduin@efqm.org) by 15 May 2014 at the latest.

Should you have any queries, feel free to contact Vinciane Beauduin via email at Vinciane.beauduin@efqm.org, or by phone on +32 2 775 3510.

Good Practice - Submission Report

Good Practice Title	Recruitment and work with people with disabilities.
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Organisation overview

More than a hundred years ago (1901), the ISS Group was founded as a Danish security company.

The company later entered the cleaning market and has through time added services to its competencies, becoming one of the world's largest facility service groups today.

ISS has been in Estonia since 2005.

ISS Estonia provides services to more than 1200 business customers and over 20,000 apartments all over Estonia. Our customers include most of the biggest store chains in Estonia and many owners of office and industrial buildings. We currently employ about 1700 people, making us one of the largest employers in Estonia (we are in TOP 15).

ISS Estonia is internationally certified according to ISO 9001 and ISO 14001 quality and environment management systems which improves that we are dedicated to continuous sustainable improvement.

ISS Estonia Quality policy

We offer our customers high-quality facility management services with a competitive price.

ISS Estonia Environment policy

We endeavour to guarantee a high awareness of occupational and environmental issues, as well as knowledge of the best work methods and techniques. We want to guarantee constant adherence to legal requirements; correspondence of exterior cleaning and refurbishing work to environmental

requirements, as well as perform and document improving measures in order to reduce negative environmental impacts.

Being a part of a large group means we have a large number of specialists in the field and are in possession of long-term experience. In order to maintain our professional knowledge to current levels, we are constantly carrying out training programs for our employees. We achieve our agreed aims through the professional attitude of our dedicated team. When providing services we use special IT solutions. This helps us to offer services which meet our required levels of quality and allow us to measure customer satisfaction levels.

As a service provider, we are efficient and experienced, being able to offer customers all those services which are related to property all over Estonia.

ISS Vision

“We are going to be the world’s greatest service organisation”

Today ISS is a global company with over half a million employees and to succeed we all need to know who we are, where we are going and why. The vision raises the bar for the organisation and broadens the ambitions of the company.

ISS Values

All our employees carry with them our four main values:

Honesty - we respect

Our honesty is not negotiable. We respect our customers, our colleagues and our company. Honesty comes first.

Entrepreneurship - we act

Action speaks louder than words. All our employees have a 'license to act' and are expected to do so.

Responsibility - we care

Indifference is immoral. We care about what we do and for whom we do it.

Quality - we deliver

We are professionals with a passion for quality. We deliver on our promises.

Our vision and values are supported by nine Leadership Principles

1. We put the customer first

You can study your customers. You can listen to your customers. But it’s not until you actually become your customer that you can really offer excellent service – when you live and breathe your customers’ needs, knowing what they want even before they do, anticipating their needs.

2. We have a passion for performance

If you want great performance, motivation is the fuel you need. When you listen, encourage, advise, smile and motivate, you can be sure everybody will be prepared to walk that important extra mile with you. Creating high performance teams is the fuel that drives success in ISS.

3. We encourage innovation

Change happens - even if you don’t want it to. It’s a rule of the world, so why not get one step ahead?

Make change, encourage change, drive change and your competitors will be the ones gasping to catch up. Look for openness, adaptability and creativity in yourself and your employees.

4. We treat people with respect

Have you ever had a teacher in school who never yelled, but who everybody respected? There's a good chance that the teacher showed a natural authority and combined it with a deep respect for the students. That's exactly the leader you want to be.

5. We lead by example

The great kings of ancient times were always the first to ride out, leading their army against a fierce enemy. Today's leadership is a more peaceful job, but role models are still needed. Take responsibility and lead from the front, then you can motivate your colleagues and together you will perform better.

6. We lead by empowerment

Trust is the hardest thing to give away. It is giving away power. But as a leader you must be able to do just that. Give your employees on all levels the power to act. Encourage them to act, and you will see that your gift is treated with respect and responsibility.

7. We develop ourselves and others

If you want a plant to grow, you don't contain or restrict it. You give it lots of space, light and nurturing. These are the exact same things your employees and you need to develop: room to move, space to unfold your potential, an eye for talent and lots of nurturing through coaching.

8. In ISS teamwork is at the heart of our performance

Everyone can gather a group of strong and talented people, but making them "play" together is a totally different task. But as an ISS leader, that's exactly what you are expected to do. By treating everybody as an individual and recognising their potential, you will put together the best team.

9. We are one company, one brand, one strategy

Only by showing a deep respect for differences and encouraging local initiatives can you truly build a global company with a united heart and soul. We share the same values and principles across all borders. We lead, guide, act and do business under ISS Brand and by emphasising the Human Touch.

ISS's Corporate Responsibility

- ISS is a signatory to the United Nations Global Compact and is committed to the ten principles of the Compact.
- ISS respects, supports and promotes human rights as stated in the United Nations Declaration of Human Rights and the Core Conventions of the International Labour Organisation.
- ISS operates according to principles of good corporate governance.
- ISS is committed to continuously reducing adverse environmental effects of its operations.
- ISS acts as a good corporate citizen in all societies where it operates.
- The social, environmental and ethical commitments of ISS shall be reflected in all dealings with customers, employees, suppliers and other stakeholders.

Desired Results

- Summarise the key objective(s) of the approach you have adopted
- What has been improved in detail?

The approach addresses **First Principle**: Business should support and respect the protection of internationally proclaimed human rights.

Key objectives

In Estonia there are 100 379 people with special needs and/or disabilities: about 32% of them are currently employed. 63% of unemployed would like to work but only 10% of Estonian enterprises are actively offering job opportunities to disabled people.

ISS Estonia employs about 1700 persons of whom more than 200 are with special needs and/or disabilities.

- **Main objective** of the project was to create benefits and changes in society in a new way: through employment of people with special needs and/or disabilities. To do that we offer employment opportunities in ISS, job related trainings for job seekers and trainings for our supervisors to work with people with special needs and/or disabilities.

- **Sub objective** of the project was to raise public awareness in recruitment of people with special needs as well as about ISS as a socially responsible partner.

Improvements

- At the beginning of 2013 the management of ISS Estonia decided to start strategically hiring persons who belong into different risk groups (including people with special needs and/or disabilities). There were people with special needs working in ISS Estonia before the strategy, but their commencement to work was rather random. In addition our managers did not have the skills to communicate with those kinds of persons.
In 2011 there were 130 employees with special needs working in ISS Estonia (approximately 8% of company's workforce); in 2012 the number was 150 (approximately 9% of company's workforce). **Today there are more than 200 employees (approximately 13% of company's workforce) with special needs and/or disabilities working in ISS Estonia.**
- We feel that there is increase of tolerance and awareness among our leaders, employees, but also among customers and society.
- We've raised ISS brand awareness. We have received a lot of public attention and majority of publications have been positive.
- Members of our management team have been participating actively in more than 15 various seminars and as consultants on meetings related to new work reform (which is mainly directed at helping people with disabilities into the labour market). As practitioners we have been sharing our experiences and insights.

Approach

- Describe the current approach within your organisation
- Describe which elements have been implemented
- Describe how this approach is linked to your overall strategy

Current approach

To find all the jobseekers we compiled risk group targeted recruitment strategy in 2014. Through that strategy we are trying to become more attractive as an employer to risk group people (including people with special needs and/or disabilities). We are trying to reach out to those kinds of people by our recruitment film and specially compiled job advertisements (in local languages – Estonian and Russian) which may be found on our website. [Click here](#).

We are actively cooperating with various organisations that represent and/or try to find jobs to human groups mentioned before (organisations such as [Estonian Unemployment Fund](#), [NGO Helping Hand](#), [Tallinn Support Centre Juks](#), [Astangu Vocational Rehabilitation Centre](#), [The Estonian Chamber of Disabled People](#), [Tallinn Mental Health Centre](#) etc.).

Our management team has performed on various conferences and seminars as practitioners giving out our positive experiences working with people with special needs (since Jan. 2014 till Apr. of 2015 eight different events).

Implemented elements

- ISS Estonia recruitment strategy directed to risk groups – increased cooperation with different organisations such as Estonian Unemployment Fund, NGO Helping Hand etc.
- Targeted trainings to front-line managers and recruiters on how to communicate and work with people with special needs and/or disabilities (three trainings since 2013).
- Targeted cleanse servicer trainings to people with special needs (three trainings since 2013).

Link to strategy

We strongly believe that the long term success of our company depends on the balance of social, environmental and economic aspects of our business. CSR part, we have adopted an approach that contributes to sustainable development by combining the generally accepted principles and our business practices. The principles are the foundation of our values, code of conduct, our strategy “The ISS Way” and our nine leadership principles.

We demonstrate our social and ethical commitment through the ISS Code of Conduct, our membership in the UN Global Compact and by honouring the principles laid down in the Union Network International (UNI) agreement.

Some examples of ISS Code of Conduct

- We ensure equal opportunity for all persons to enter labour market.
- We cooperate with employees, local community and with society to improve employee’s living standards in a way that is sustainable for economy and to our company.
- We ensure fair and equal treatment and exclude discrimination and harassment.

Deployment

- Describe how this approach was implemented within your organisation
- What were the major challenges you had to overcome?

Approach implementation in ISS Estonia

Activities: collaborations with different public organisations and NGO's, such as Estonian Unemployment Fund, NGO Helping Hand, Tallinn Mental Health Center, Tallinn Support Centre JUKS, Astangu Vocational Rehabilitation Centre and The Estonian Chamber of Disabled People. Collaboration includes offering job and work practice for people with special needs and/or disabilities in ISS Estonia. We have organised different meetings, briefings, and trainings for job-seekers with special needs and also to our managers and HR staff. Three of our partners mentioned above trained our front-line and middle managers about how to communicate and lead people with special needs. For HR the training was about different support measures for people with disabilities.

In the end of 2013 we made a company movie "**We care**" that we showed to all of our white collars during our Winter Conference 2014. This movie is about one employee with disability and how important this is for her and her family that she has a job, what it means for direct manager to have an employee with disability, how our customer feels about having a person with disability working for her, etc. In spring 2014 we came out with a [job ad](#) that is targeted to people with special needs to encourage them to apply for job in ISS.

We publish news on our website about our activities, granted recognitions to ISS Estonia and corporate accomplishments.

We are active producing different stories and news on [ISS Estonia Facebook page](#). Since 2013 we have published more than 35 articles about our responsibility activities (our activities and granted recognitions).

We publish twice a year internal newsletter "ISS Teataja" (both in Estonian and Russian). There we cover topics such as our responsibility projects and recognitions, health and work safety, working opportunities for people who belong into risk groups (people with disabilities, mothers with small children, persons in schools, elderly persons etc.) and other information about what makes ISS Estonia a responsible and trustworthy employer.

In Dec 2014 ISS Estonia signed a diversity agreement - voluntary agreement upon the conclusion of which ISS certified that we value the principles of diversity and equal treatment both with regard to our employees and clients as well as cooperation partners.

Major challenges

Change Management – doubts and fears of managers related to working with persons who are "different".

Tolerance – customers weren't ready to see persons with special needs and/or disabilities working on their sites.

New challenges – persons who hadn't worked for years weren't used to going to work and doing work assignments. Often we had to teach them from zero.

Assessment

■ Please describe what benefits have been achieved

Before we started with the project ISS wasn't an attractive employer in Estonia, our salary level was close to national minimum. Jobs that we offered were mainly low-quality positions, which meant that our employer brand in labour market wasn't positive enough to hire good, loyal, motivated employees. High labour turnover also caused high vacancy rate, constant need for job-related trainings and increase of workload for front-line managers (since they need to train new employees, etc.). Which all takes us to customer relations: in case we have high labour turnover it is really challenging to provide high-quality service.

Our experience working with people with special needs and/or disabilities shows that generally they are very loyal and satisfied employees. Their length of employment is one year longer than the company's average. The size of the salary is less important (according to studies on the fourth place) than the opportunity to work and earn their own income and the fact that they can be useful. With this project ISS Estonia has found its own way to be socially responsible. Our activities are not project based but are strongly linked with our needs and strategy. We have received quite much positive media coverage and therefore our reputation as an employer has grown.

We have created a win-win situation by strategically helping local authorities solve social problems.

The society's assessment to our priorities and to our performance is reflected by the recognitions we have received.

In 2013 till 2014 we have earned these following recognitions

- Feb. 2013 - Tallinn School of Service named us as the best enterprise offering opportunities for field training.
- Jun. 2013 - Kopli Vocational School of Tallinn issued us a letter of appreciation for pleasant and effective cooperation.
- Oct. 2013 - NGO Helping Hand recognised us for being disabled and/or special needs person friendly company.
- Dec. 2013 - The Estonian Chamber of Disabled People issued us a letter of appreciation for encouraging people with special needs and/or disabilities.
- Jan. 2014 - Estonian Unemployment Fund named us the best cooperation partner of 2013.
- Apr. 2014 - Estonian Human Resource Management Association named our CSR project "the best HR project of 2014".
- Oct. 2014 – in Tallinn Entrepreneurship Day we were recognised as the "Responsible Entrepreneur of 2014".
- Oct. 2014 - we won "The best project for corporate social responsibility initiative of the year" award in Swedish Business Awards 2014.
- Jan. 2015 - we were granted the Sustainable Business Quality Index Silver Quality Label.
- Jan. 2015 - Estonian Unemployment Fund named us the best cooperation partner of 2014.

All those granted accomplishments are available on our [Facebook page](#) and [ISS Estonia homepage](#), some of them are shown in added PowerPoint presentation.

Refinement

■ What are the lessons learned?

■ Summarise the planned next steps if applicable

Main lessons

By starting this project we realised the range of the problem: how under-exploited people with special needs and/or disabilities are at the national level (In Estonia there are 100 379 people with special needs: about 42.2% of them are currently employed; 63% of unemployed would like to work).

We have learned that persons with special needs and/or disabilities tend to be very loyal and satisfied employees. They are a valuable workforce.

We have learned how to lead and communicate with people with special needs and to their representatives.

We have learned to be more open minded and tolerant. We believe that thanks to our recruitment strategy for persons in risk groups there is increase of tolerance and awareness among our employees, customers and society.

Next steps

As our activities are not project based but are strongly linked with our needs and strategy we will continue all previously described actions.

ISS Estonia is trying to alleviate the situation by cooperating with different public organisations, NGO's and actively recruiting and training people with special needs and other risk group's persons. We have planned to widen the range of partners (e.g. Tallinn Children's Home, different youth centres etc.).

As we have become the opinion leader by dealing with social challenges in Estonia our managers are invited to roundtables and seminars. Additionally we have planned to share our experiences through the [Estonian Responsible Business Forum](#) in where we have been a member since 2014 and in management board since 2015.