EMPLOYMENT OF PEOPLE WITH DISABILITIES IN THE HOSPITALITY SECTOR, CAPE TOWN, SOUTH AFRICA; A MULTIPLE CASE STUDY

"Put them in the back of the house."

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Research Assignment presented in partial fulfilment of the requirements for the degree *Masters of Philosophy majoring in Rehabilitation Studies* at the University of Stellenbosch.

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ABSTRACT

Several legislative documents that promote the inclusion and economic integration of persons with disabilities have been introduced over the previous two decades in South Africa. However, it is still estimated that as many as 99% of persons with disabilities are unemployed (Dube, 2005). Employment equity quotas for persons with disabilities have not been met in either the public or the private sector (CEE Report, 2007).The reasons for this remain largely unexplored in many sectors including the hospitality sector. The hospitality sector - the focus of this study - makes a significant economic contribution to the country and is the largest most diverse labour force sector in South Africa (THETA, 2009).

The aim of the study is to examine the employment of persons with disabilities in three hotels in the Victoria and Alfred Waterfront, Cape Town.

A descriptive, qualitative case study methodology was implemented for the study. Three purposively sampled hotels in Cape Town`s Victoria and Alfred Waterfront provided the study setting. Participants included managers from these hotels as well as employees with and without disabilities from each of the hotels. Data was collected through semi-structured interviews and content analysis was conducted to identify emerging issues according to themes.

Findings indicate a medically oriented perception of disability with a focus on physical impairments. A lack of knowledge and guidance in policy documents and from the Department of Labour perpetuate these perceptions. Participants were aware of employment equity policy, but saw it as being orientated to race and gender and did not apply it to persons with disabilities. Application was also not enforced through monitoring by the Department of Labour. Barriers to employment include discrimination and stereotyping, the physical nature and type of jobs, physical access barriers, a lack of education and skills as well as a lack of applications from persons with disabilities. Facilitators included improved Black Economic Empowerment scoring, a motivational aspect, the variety of jobs available and guests and employees with disabilities.

Findings on the provision of reasonable accommodation focused mainly on the accommodation of guests and examined physical and structural aspects of the environment.

One of the conclusions of the study was that legislation governing the employment of persons with disabilities was poorly implemented in the hotels examined by this study. It is recommended that hotels contract a disability consultant to run disability awareness campaigns within the hotels. In addition, the Department of Labour must monitor policy implementation with regard to persons with disabilities. Disabled people`s organisations should create a platform for communication with government departments responsible for social policy and legislation in an effort to promote and encourage the debate on disability definitions and to act as a watchdog over the implementation of policy.

KEY TERMS

Employment, Hospitality sector, Persons with disabilities, Legislation

ABSTRAK

Wetgewing met die doel om ekonomiese integrasie van persone met gestremdhede te bevorder is in die laaste twee dekades in Suid Afrika aanvaar. Ten spyte daarvan word daar beraam dat soveel soos 99% van persone met gestremdhede in Suid Afrika werkloos is (Dube, 2005). Nie die staat of die privaatsektor kon nog daarin slaag om die twee present kwota te bereik nie (CEE Verslag, 2007). Die redes daarvoor is tot `n groot mate onbekend in veskeie sektore, insluitende die gasvryheidheidsektor, waar hierdie studie gedoen is. Die gasvryheidsektor maak `n beduidende bydrae tot die Suid Afrikaanse ekonomie en het van die grootste en mees diverse arbeidsmagte in Suid Afrika (THETA, 2009).

Die doel van die studie was om die situasie aangaande werk en persone met gestremdhede in drie hotelle in die Victoria en Alfred Waterfront, Kaapstad, te beskryf.

`n Beskrywende, kwalitatiewe, geval studie metodologie is geimplimenteer. Drie studie hotelle is doelbewus geselekteer. Bestuurders sowel as werknemers met en sonder gestremdhede uit die drie hotelle het aan die studie deelgeneem. Data is ingesamel deur middel van semi gestruktureerde onderhoude. Ontluikende temas is geidentifiseer tydens analise van data.

Deelnemers se persepsies van gestremdheid het gefokes op fisiese en mediese probleme. `n Gebrek aan kennis en te min leiding uit beleidsdokumente en van die Department van Arbeid het die persepsie versterk. Deelnemers was bekend met gelyke indiensnemingsbeleid, maar dit is net ten opsigte van ras en geslag in die studie hotelle toegepas. Toepassing van beleid is nie gemonitor deur die Department van Arbeid nie. Aanstelling van persone met gestremdhede is bemoeilik deur diskriminasie, stereotipering, die fisiese aard van die werk, die tipe werk, `n ontoeganklike fisiese omgewing, `n tekort aan opleiding en onderrig by persone met gestremdhede en geen aansoeke van persone met gestremdhede. Fasiliteerders het Swart Ekonomiese Bemagtigings punte, die verskeidenheid van werk, die motiverings aspek sowel as gaste en bestaande werknemers met gestremdhede ingesluit. Redelike Akkommodasie

het meestal op gaste gefokus and was beperk tot fisiese en strukturele omgewings aspekte.

Daar is tot die gevolgtrekking gekom dat wetgewing met betrekking tot aanstelling van persone met gestremdhede swak geimplimenteer was in die studie hotelle. Daar word aanbeveel dat die hotelle `n konsultant aanstel om `n interne bewustheidsveldtog van stapel te stuur. Die Department van Arbeid moet implementering van beleid met betrekking tot persone met gestremdhede monitor. Organisasies vir mense met gestremdhede moet `n platform skep vir kommunikasie met die regering ten opsigte van beleids implimentering en om die debat rondom sosiale insluiting en definisies van gestremheid te bevorder.

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To the Lord my Shepherd, for leading the way with perseverance and care.

DEFINTION OF TERMS

Barrier

Anything that hinders, blocks the way, prevents progress, causes a separation or hinders union (Collins dictionary, 1990).

Disability

For the purpose of this study the ICF definition of disability, which states that disability is caused by a complex relationship between body structures, function and impairments, activities and participation and contextual factors that represent the circumstances in which a person lives, will be used (WHO, 2001).

Employment

Employment in this study refers to having work that one gets paid for (Oxford online Dictionary, 2011).

Employment equity

"*Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce.*" (RSA, 1998a:9).

Facilitator

Anything that make an action or process easier, assist progress (Collins dictionary, 1990, Oxford Online Dictionary, 2011).

Hospitality sector

The branch of the tourism involved with the business of entertaining clients, conference, delegates or other official visitors and includes accommodation services, food preparation, catering, food and beverage services and fast food (THETA, 2009, Oxford online Dictionary, 2011).

Reasonable accommodations

These are modifications or alterations to the way essential functions of a job are normally performed, which makes it possible for a suitably qualified person to perform as everybody else (RSA, 2005).

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LIST OF ACCRONYMS

ADA	Americans with Disability Act
AGM	Assistant General Manager
BEE	Black Economic Empowerment
CEE	Commission on Employment Equity
CEO	Chief Executive Officer
CoGP	Code of Good Practice
CSRI	Council for Scientific and Industrial Research
DG	Disability Grant
DoL	Department of Labour
DoSS	Department of Social Services
DPSA	Disabled People South Africa
EBU	European Blind Union
EEA	Employment Equity Act
EM	Equity Manager
EPWP	Expanded Public Works Programme
EU	European Union
F&B	Food and Beverage
FM	Financial Manager
FAQ	Facts and Questions
GCIS	Government Communication and Information System
GDP	Gross Domestic Product
GM	General Manager
HIV/AIDS	Human immunodeficiency virus / Acquired immune Deficiency syndrome
HRM	Human Resources Manager
ICF	International Classification on Functioning
ILO	International Labour Organisation
INDS	Integrated National Development Strategy
LM	Line Manger

NDA	National Disability Authority
NDE	Non-Disabled Employee
NSA	National Security Agency
NSDA	National Skills Development Academy
OHS	October Household Survey
PWP	Public Works Programme
RSA	Republic of South Africa
SAT	South African Tourism
SATOUR	South African Tourism
SETA	Sector Education and Training Authorities
TAG	Technical Assistance Guidelines
THETA	Tourism, Hospitality and Sport Education and Training Authority
UDA	Promotion of Equality and Prevention of Unfair Discrimination Act
V&A	Victoria & Alfred

1. INTRODUCTION

1.1. Background to the study

The 1994 election was South Africa's first step toward a movement of equality. Increased focus was geared toward previously oppressed groups such as black persons, woman, children and persons with disabilities. However, not all of the targeted groups have progressed towards improved and recognized constitutional rights at the same pace (Ngwena, 2007). While blacks and women have shown good progress towards empowerment, persons with disabilities have been left behind through societal neglect (Dube, 2005). While this lag can be seen in many areas (Mitra, 2006) the one which is of specific concern to this study is the area of employment. Proposed employment equity quotas for persons with disabilities in both the public and private sector have not been met (CEE Report, 2007). In fact, instead of an increase, there has been a decrease in the employment of persons with disabilities in South Africa (Mitra, 2006).

It is estimated that 99% of South Africans with disabilities are unemployed (Dube, 2005). About one per cent of South Africa's total workforce is made up by persons with disabilities (Dube, 2005). Two thirds of unemployed persons with disabilities in South Africa want to work but cannot find jobs (Mitra, 2006, Kingdon & Knight, 2005). According to the Council for Scientific and Industrial Research (CSIR), ten per cent of the global population live with disability (over 650 million) and 80% of these are in developing countries (520 million) like South Africa, which implies that approximately four million South Africans are people with   disabilities. However, the figures might be even higher since Brynard (2010) estimates that up to 16% of South Africans are disabled. Economically, South Africa cannot afford to support this portion of its population through social grants instead of having them contributing to the economy (Brynard, 2010, Gathiram, 2008).

A wide range of factors contribute to the unemployment of persons with disabilities. These factors can be categorised into personal factors, health- related factors, those related to employment, education and training, environmental and political factors. Personal factors include age, gender, socioeconomic status and psychosocial issues (Arksey 2003, Findley & Sambamoorthi 2004, Martz 2007, Park, Yoon & Henderson, 2007). Health-related factors refer to the type and severity of the disability and whether or not the person suffers from a chronic condition (Martz 2007). A lack of education and training create further barriers to employment of persons with disabilities (Office of the Deputy President, 1997, Arksey 2003, Findley & Sambamoorthi 2004, Dube, 2005, Park et al, 2007, Brynard 2010). Employment-related factors include whether the person was employed before the disability (Arksey 2003, Findley & Sambamoorthi 2004, Martz 2007) whether job profiling, recruitment, selection and advancement are inclusive of persons with various types of disabilities (Arksey 2003, Dube, 2005), the type and size of business (Arksey 2003) and the availability of mentors (Park et al, 2007). Environmental factors include a lack of jobs (Natrass 2006), transport challenges (Dube, 2005, Schneider 2006, Brynard 2010), inaccessible environments (Brynard, 2010), attitudinal barriers and discrimination (Dube, 2005, Brynard, 2010).

Over the past two decades, several legislative documents that promote the inclusion and economic integration of persons with disabilities were introduced. These include the Constitution of the Republic of South Africa (RSA, 1997); The White Paper on an Integrated National Disability Strategy (Office of the Deputy President, 1997); The Promotion of Equality and Prevention of Unfair Discrimination Act (UDA) (RSA, 2000); the Employment Equity Act (EEA) (RSA, 1998); and The Code of Good Practice on Employment of People with Disabilities (CoGP) (RSA, 2002). Additional conditions concerning employment are the National Skills Development Strategy (DoL, 2001), the Technical Assistance Guidelines on the Employment of People with Disabilities (TAG) (DoL, 2002) and the White paper on Transformation of Public Service and the Skills Development Act (DoSS, 1994). Despite all the legislation aiming to ensure the

inclusion of persons with disabilities in South African society, noticeable change is still pending (Brynard, 2010).

While the development of policies and legislation have been the unproblematic part of the process, the biggest challenge lies in influencing policy developers and officials to enforce such policy and put it into action (Banerjee, 2008, Brynard, 2010). There are several factors that can be seen to contribute to the limited implementation of policies. Policy aims to eliminate discrimination against more than one previously disadvantaged group, causing competition between groups for limited resources (Gathiram 2008). This has often had the effect of leaving persons with disabilities - a minority group - out in the cold (Gathiram, 2008). In addition, the implementation of policy is hampered by a range of barriers ranging from stereotypes and negative attitudes to a lack of information (Brynard, 2010). Moreover, to ensure success, the implementation of policy must be monitored and evaluated, both of which are currently done to a limited extent only (Dube, 2005, CEE, 2010).

In the private sector, general data on the employment of persons with disabilities remains at the level of the bare minimum while data referring to the hospitality sector is lacking. Thornton, Kessel & Feinstein (2000), in a basic occupational analysis, found that within the South African hospitality sector including, hotels, motels, boatels and inns, the number of employers are estimated at 1, 500 and the employees at 73, 500. Furthermore, Phillips (2001) found that less than one per cent of the above were disabled persons.

1.2. Study problem

Issues pertaining to employment of persons with disabilities in the hospitality sector and the impact of employment equity policies on the state of affairs remain unexplored. It is unknown to what extent policy has been implemented in this sector. In addition, barriers and facilitators of the implementation of policy in this sector are also unknown.

1.3. Motivation of the study

In spite of policy and legislation promoting the employment of persons with disabilities, figures show that many disabled persons remain unable to get a job (Ngwena, 2007). Reasons are multi-faceted and complex (Dube, 2005, Mitra, 2006). However, in order to address the issues, more information on the current state of affairs is needed. There is a lack of information on the employment of persons with disabilities in various sectors (Mitra, 2006) including the hospitality sector (Phillips, 2001, THETA, 2005). The hospitality sector was chosen as the focus of the study, not only due to the limited amount of information available on the employment of persons with disabilities in the sector, but also because the sector makes a significant economic contribution to the country and is the sector with the largest, most diverse labour force (THETA, 2009).

This study evolved from the researcher's acute sense of a lack of progress with regard to employment equity when it comes to persons with disabilities. The researcher hopes to share her insights on whether legislation supporting the rights of persons with disabilities is as effective as it is intended to be, if not, why not and why targets are not being met, specifically in the hospitality sector.

1.4. Significance of the study

Shortcomings and challenges with regard to the implementation of employment equity policy in the hospitality sector were identified. In addition, a greater insight into the perceptions of employers and employees on disability, equity policies and the employment of persons with disabilities was gained. The study thus contributes to existing research and knowledge on employment equity policy awareness, implementation, monitoring and adherence, since it concerns persons with disabilities in the hospitality sector. It also provides insight into the barriers and facilitators of employing persons with disabilities in a selected area of this sector.

By including employees with disabilities as study participants, it was possible to gain insight into how they themselves feel about company policies affecting the employment

of persons with disabilities. Furthermore, the actual employment experience of persons with disabilities in this sector has been documented so that outsiders can have access to such a perspective.

The study focused on the Victoria & Alfred (V&A) Waterfront, one of the most popular tourism developments in the world. According to the World Trade Organisation, tourism consists of a broad service sector. As a result of the high GDP contributions this sector makes, several sub-sectors were identified. One of them being catering and accommodation/hospitality due to the high lucrative potential it currently has in South Africa (Naledi, 2001).

The study hotels form part of international franchises providing consumers with the same services worldwide. All of the hotels examined are ones that are run by head offices which manage several hotels under a specific brand or trademark with similar procedures and protocols. Therefore any recommended changes could be made throughout all the branches, thereby benefiting many persons with disabilities.

The study thus contributes to existing research and knowledge on employment equity policy awareness, implementation, monitoring and adherence, since it concerns persons with disabilities in the hospitality sector and provides an in-depth insight into the barriers and facilitators of employing persons with disabilities in a selected area of this sector.

1.5. Study outline

Chapter One consists of background information such as the origins of the study, the motivation behind the study and the potential significance of its findings and recommendations. Chapter Two consists of a discussion of the relevant literature regarding disability, employment and employment equity legislation. Chapter Three explains the study methodology, followed by Chapter Four that presents the results of the study. These are then discussed in Chapter Five. Finally, Chapter Six concludes by consolidating the findings and making recommendations.

1.6. Summary

Implementing employment equity policy for persons with disability has been largely unsuccessful to date. This study therefore evolved from a desire to conduct an in-depth assessment of all the aspects impacting on the employment of persons with disabilities in one specific area of the industry - the hospitality sector.

2. LITERATURE REVIEW

2.1. Introduction

This chapter presents information from the literature regarding issues related to the employment of persons with disabilities. Disability, as well as the employment of persons with disabilities are explored together with existing information on the implementation of legislation. The literature dealing with the barriers and facilitators which persons with disabilities face when it comes to employment as well as the literature on reasonable accommodations will also be discussed.

2.2. Disability

2.2.1. Definitions of and approaches to disability

There has been much debate on what is meant by 'disabled' and who can be considered to be 'disabled'. Disability is contextual in nature and the experience of disability differs vastly between various individuals due to the nature of impairment and the impact of contextual factors (WHO, 2001, McEwan & Butler, 2007). Definitions of disability have been subject to cultural differences and changes over time (McEwan & Butler, 2007). This has led to a variety of definitions and approaches to disability. Currently, these are polarised between the social approach on the one hand and the medical approach on the other (Rothman, 2010). However these two are by no means the only approaches as the literature shows (Disabled People South Africa (DPSA), 2004, Mackelprang, 2010).

The biomedical or medical approach sees disability as a personal tragedy caused by an illness or impairment. The emphasis in this approach is on cure and if a cure is not forthcoming, the need to provide long term care for the person. This approach often leads to exclusion from society (DPSA. 2004, Mackelprang, 2010).

According to the moral approach, probably the oldest approach, but one that is still present today, disability is seen as an aberration, sin or punishment. Persons with disabilities are removed from society and treated as objects of charity (Mackelprang, 2010). This approach is closely related to the philanthropic approach, according to which persons with disabilities are pitied and provided for through charity (DPSA, 2004).

More modern approaches to disability include the economic, social and bio-psycho-social approaches. In the economic approach, the focus is placed on money and the cost burden incurred through a need for extra resources as well as the limited ability of persons with a disability to contribute to the economy (DPSA. 2004).

By contrast to all the above approaches, the social or socio-political approach locates the problem of disability outside the individual and argues that the disability is caused by societal barriers, both physical and attitudinal and not by individual impairments (DPSA 2004, Watermeyer, 2006, Mackelprang, 2010). This approach was developed by persons with disabilities and is widely gaining ground. Its focus on inclusion, human rights and self-determination (DPSA, 2004) make it the obvious choice for a rights-based and free society such as South Africa. Not surprisingly then, it forms the basis of disability policy in South Africa (Office of the Deputy President,1997, DoH, 2000).

However, no matter how important the environment and barriers caused by the environment are, one cannot ignore the impairment itself and the role it plays. Therefore, the World Health Organisation (WHO) combined the biomedical and social approaches in The International Classification of Functioning, Disability and Health (ICF). The ICF defines disability as being constructed through the intricate interaction of multiple areas of life including impairment in body functioning and structures, activity limitations, restriction of participation and contextual factors (WHO, 2001).

When one applies such a multidimensional definition to disability, it becomes apparent that there are several relevant components to consider in South Africa, as a developing country with a political background of oppression. These include poverty (Natrass,

2006) and a lack of income security, inaccessibility of health care, lack of literacy and education as well as inaccessible transport (Brynard, 2010).

However, definitions of disability and its use in policy and legislation remain problematic (McEwan & Butler, 2007). These documents show limited conceptual understanding of the social model and the fact that disability is inclusive of medical, biological, social, cultural, economic and political aspects (McEwan &Butler, 2007). Official South African policy documents such as the Social Assistance Act and the EEA still use impairment-focused definitions of disability that negate the impact of social factors.

For instance the Social Assistance Bill (2004) defines a disabled applicant for social assistance as someone with: "*a moderate to severe limitation to his or her ability to function as a result of a physical, sensory, communication, intellectual or mental disability rendering him or her unable to — (a) obtain the means needed to enable him or her to provide for his or her own maintenance; or (b) be gainfully employed.*"

Firstly, the definition is ambiguous. The word disability is used to define disability; Secondly, it focuses only at the medical aspect of the phenomenon – i.e. that individuals are unable to function and thus cannot maintain themselves or be employed (Legal Frontier, 2010).

The rising of the disability faction has encouraged an improved outlook on disability issues and an acknowledgement that it concerns more than just the individual, but also all factors pertaining to a holistic being. However, a gap remains. At many levels, South African society fails to recognise the important societal attributes that influence the experience of disability (Schneider, 2006). Within South Africa, persons with disabilities still exist on the periphery of society and the central understanding of disability is still built on the perception that it is an individual problem (Swartz & Watermeyer, 2006, McEwan & Butler, 2007).

2.2.2. Disability prevalence in South Africa

As can be deducted from the above discussion on definitions and approaches, it is very difficult to determine disability prevalence (Mitra, 2008, Kingdon & Knight 2005).

It is therefore hardly surprising that estimates of the number of persons with disabilities in South Africa vary from 5.9% (Case, 1998) to 16% (Brynard, 2010). These variations might to a great extent be due to the implementation of various study methodologies and definitions when measuring disability prevalence (Schneider, 2009). However, even using the lowest estimate, the number of persons with disabilities warrants special attention when it comes to employment since social integration and economic self-sufficiency form the basis of rehabilitation policies in this country (Office of the Deputy President, 1997, DoH, 2000).

2.3. Unemployment

2.3.1. General unemployment

South Africa has, according to the EEA, two definitions of unemployment: the narrow (formal) and the broad (informal) definition. The narrow definition refers to: "…*those jobless persons who say they want to work"* (Kingdon & Knight 2005:11) and to: "…*those who have taken steps to look for work or to start some form of self-employment in the four weeks prior to the interview*" (Kingdon & Knight, 2005:39).

The broad or expanded definition refers to the unemployed as: *"those who did not search for work in a four week period but who report being available and say that they would accept a suitable job if it was offered"* (Kingdon & Knight, 2005:9). This definition applies to the majority of the unemployed population of South Africa (Kingdon & Knight, 2005). According to this broad definition, roughly 26% of the labour force in South Africa is unemployed (Banerjee, 2008). Overall there has been a decrease in the number of employed persons in South Africa from 14 million in 2008 to 13 million in 2011 (Stats

SA, 2011). The unemployment rate increased from 24% in 2010 to 25% in 2011 (Stats SA, 2011).

The high unemployment figures can be ascribed to various factors such as the world recession (Kingdon & Knight, 2005, Mitra 2006) and inadequate formal sector activity (Davis & Thurlow, 2009). The formal sector has not expanded in proportion to labour force participation, leaving people to turn to informal employment and although the latter has been the major source of job creation, it is regrettably a smaller sector than that of other developing countries (Davis & Thurlow 2009). In addition, the informal sector has a slow growth rate (OHS, 2001, Banerjee, 2008) and employment in this section often masks unemployment (Kingdon & Knight, 2005, Davis & Thurlow, 2009).

The informal economy contributes seven point one per cent to South Africa's total GDP (Davis & Thurlow, 2009), but there is considerable disagreement as to the effects that informal employment has on economic development. It is either seen as a dynamic sector with room for employment opportunities including small enterprises with possible formalisation, or as a low productive and a 'survivalist' mechanism for poor households (Davis & Thurlow 2009). Both these views illustrate a temporary substitute for social security (Davis & Thurlow 2009), highlighting how important it is that more persons are employed in formal sector jobs.

Unemployment causes an increase in the differentiation between skilled and lower-skilled positions (Banerjee, 2008). Research by Banerjee (2008), found that the demands for skilled workers are increasingly leaving the unemployed and those with a matric or less becoming more skill deprived. In consequence, the gap between the skill level of the employed and that of the unemployed is becoming larger. The disabled community, more often than not, are limited to low skill levels as a result of poor access to education or training and restricted by poverty (Gathiram, 2008).

Income generating programmes like the Expanded Public Works Programme (EPWP) were launched in 2004 with the goal of creating at least one million jobs in their first five

years, of which two per cent had to be for persons with disabilities (Gathiram, 2008). After R1.4 billion had been spent on these, they resulted in the creation of about 82 000 job opportunities after the first year (SouthAfrica.info, 2005) with only 0.5% being job opportunities for persons with disabilities. The programmes were not planned effectively and were not as successful as the government had hoped they would be, due to poor labour market integration and participation. There is not much literature to be found on the overall results of the programmes other than the 223 568 jobs that were created between 1 April and 31 August 2009. Information on the impact of these types of programmes on employment of persons with disabilities and economic factors is difficult to find and has been vague and inadequate for many years.

2.3.2. Employment and persons with disabilities

Writings by authors like Mitra (2006), Banerjee (2008) and the ILO Report (2008) suggest that disabled unemployment tends to be high in developed countries and even higher in developing countries. In 2000 it was estimated that GDP worldwide lost between $1.3 trillion and $1.9 trillion because of the lack of participation of persons with disabilities in the labour force (Metts, 2000).

In 2010 approximately 0.9% of employees from all of the designated employers in South Africa who reported to the CEE, were persons with disabilities (CEE, 2010). According to the CEE report (2010) persons with disabilities are represented at all occupational levels, although the majority are in lower skilled positions. Approximately 17.5 % of employed persons with disabilities are found in middle to upper level positions. Table 2.1 shows that white males represent the biggest group in top and senior management as well as amongst professionally qualified disabled employees. African males represent the biggest portion of semi-skilled, unskilled and temporary employees.

Table 2.1: Percentage population distribution according to occupational level of persons with disabilities by race and gender, for all employers. (Table reproduced from CEE report 2010)

Occupational levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	25	4	12	168	12	2	4	32	1	0	260
	9.6%	1.5%	4.6%	64.6%	4.6%	0.8%	1.5%	12.3%	0.4%	0.0%	100.0%
Senior Management	93	24	57	346	62	12	10	89	10	1	704
	13.2%	3.4%	8.1%	49.1%	8.8%	1.7%	1.4%	12.6%	1.4%	0.1%	100.0%
Professionally qualified, experienced specialists, mid-management	565	128	168	1 912	414	80	53	562	19	8	3 909
	14.5%	3.3%	4.3%	48.9%	10.6%	2.0%	1.4%	14.4%	0.5%	0.2%	100.0%
Skilled technical and academically qualified workers, junior management	2 235	626	606	2 554	1 185	344	246	1 396	90	18	9 300
	24.0%	6.7%	6.5%	27.5%	12.7%	3.7%	2.6%	15.0%	1.0%	0.2%	100.0%
Semi-skilled and discretionary decision making	6 144	1 051	648	1 415	3 455	902	346	1 505	172	10	15 648
	39.3%	6.7%	4.1%	9.0%	22.1%	5.8%	2.2%	9.6%	1.1%	0.1%	100.0%
Unskilled and defined decision making	4 936	388	149	217	2 092	222	60	177	714	5	8 960
	55.1%	4.3%	1.7%	2.4%	23.3%	2.5%	0.7%	2.0%	8.0%	0.1%	100.0%
Total permanent	**13 998**	**2 221**	**1 640**	**6 612**	**7 220**	**1 562**	**719**	**3 761**	**1 006**	**42**	**38 781**
	36.1%	5.7%	4.2%	17.0%	18.6%	4.0%	1.9%	9.7%	2.6%	0.1%	100.0%
Temporary employees	731	97	19	79	971	86	5	53	6	2	2 049
	35.7%	4.7%	0.9%	3.9%	47.4%	4.2%	0.2%	2.6%	0.3%	0.1%	100.0%
Grand Total	**147 29**	**2 318**	**1 659**	**6 691**	**8 191**	**1 648**	**724**	**3 814**	**112**	**44**	**40 830**

Table 2.2 represents the distribution of employees with disabilities in Government and the private sector according to gender and race. It shows that 65% of persons with disabilities, who are employed, are males (CEE, 2011).

Table 2.2: "*Aggregated percentage population distribution of people with disabilities by race and gender for all employers / government/private sector*" (Table reproduced from CEE report 2010).

Occupational levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
All employers	14 729	2 318	1 659	6 691	8 191	1 648	724	3 814	1012	44	**40 830**
	36.1%	5.7%	4.1%	16.4%	20.1%	4.0%	1.8%	9.3%	2.5%	0.1%	**100.0%**
All government	2 213	325	145	927	1 441	196	56	733	13	3	**6 052**
	36.6%	5.4%	2.4%	15.3%	23.8%	3.2%	0.9%	12.1%	0.2%	0.0%	**100.0%**
All private	12 516	1 993	1 514	5764	6 750	1 452	668	3 081	999	41	**34 778**
	36.0%	5.7%	4.4%	16.6%	19.4%	4.2%	1.9%	8.9%	2.9%	0.1%	**100.0%**

Figure 2.1 (CEE, 2010) show a decline in employment of persons with disabilities between 2005 and 2009 and further indicates that figures are still well below the required 2% quota.

People with disabilities

	2001	2003	2005	2007	2009
Percentage	0.9%	1.0%	1.8%	0.5%	0.9%
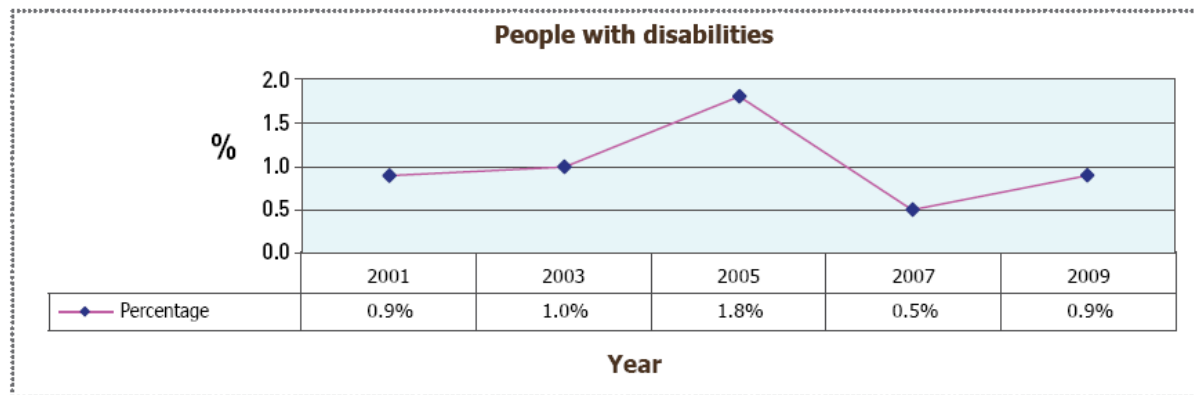
Figure 2.1: "*Race and gender representation trend of people with disabilities from 2001 to 2009*" (CEE, 2010).

This decrease came despite legislation focussing on inclusion of persons with disabilities in the work place.

2.4. Policy and legislation

2.4.1. International legislation on disability

Several policies and Acts adopted by South Africa and internationally, are based on the principles of the Convention on the Rights of Persons with Disabilities (UN, 2006) and the Standard Rules for the Equalisation of Opportunities for Persons with Disabilities (UN, 1993). All share similar priorities of addressing the human rights of persons with disabilities and providing equal access to social and economic life as well as the opportunity for persons with disabilities to function within an optimal environment (Brynard, 2010). Internationally the Americans with Disabilities Act (ADA) is the best-known piece of legislation regarding the prevention of discrimination on the grounds of disability (Wordsworth, 2004).

Americans with Disabilities Act of 1990 (ADA)

The purpose of the ADA is to eliminate discrimination against qualified individuals who have a disability in relation to the workplace (USA, 1990, Wordsworth, 2004). It requires employers to provide accommodation to enable disabled individuals to perform essential functions to the best of their ability. If these requirements are not met, this is considered an act of discrimination.

Unlike much other anti-discrimination legislation, the ADA does not require implementation plans, record keeping or governmental reporting. Once accommodation is provided, the employee is to be treated like any other employee (Wordsworth, 2004).

According to Wordsworth (2004), enforcement of the Act is in the form of lawsuits. If an employee feels discriminated against, he or she must take legal action. Cases may be held pending if as a result, modifications are required. In more severe cases, the court may award penalties in the form of fines of up to $ 55 000. In conjunction with this, there are also tax incentives available to those who adhere to the ADA, of up to fifteen thousand dollar rebates (Wordsworth, 2004).

2.4.2. National legislation

2.4.2.1. Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (UDA) (RSA, 2000)

South Africa's pre-democracy years have contributed to the sluggish elimination of unfair discrimination in a social context. However currently, the Constitution of the country upholds values including those of human dignity, equality, freedom and social justice in a united, non-racial society. The UDA was developed on the basis of the Constitution to spread awareness. This, in turn, created a basis from which the EEA and the CoGP was developed (Wordsworth, 2004).

Purpose of the UDA

With regard to employment, the UDA has the following objective: "*It is to prevent unfair discrimination and harassment; to promote equality; to prevent and prohibit hate speech; and to provide for matters connected with it" (*RSA, 2000:10).

The act defines discrimination as "*any act or omission, including a policy, law, rule, practice, condition or situation which directly or indirectly-*

(a) Imposes burdens, obligations or disadvantage on; or

(b) Withholds benefits, opportunities or advantages from, any person on one or more of the prohibited grounds" (RSA, 2000:55).

The act defines equality as: "*…the full and equal enjoyment of rights and freedoms as contemplated in the Constitution*" (RSA, 2000:55).

Relation to disability

The Act does not focus specifically on persons with disabilities. They are mutually considered together with gender, race, marital status, origin, skin colour, religion, age,

culture and language. However, Section 6 of the Act expressly prohibits unfair discrimination on the ground of disability:

"(a) denying or removing from any person who has a disability, any supporting or enabling facility necessary for their functioning in society;

(b) Contravening the code of practice or regulations of the South African Bureau of Standards that govern environmental accessibility;

(c) Failing to eliminate obstacles that unfairly limit or restrict persons with disabilities from enjoying equal opportunities, or failing to take steps to reasonably accommodate the needs of such persons" (RSA, 2000:7).

2.4.2.2. Employment Equity Act, 1998 (RSA, 1998a)

Purpose of the EEA

The EEA is intended to ensure employment equity. It serves as a mechanism to reverse past discriminations. The EEA states that it aims to achieve equity in the workplace by:

"a) Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination;

b) Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce" (RSA, 1998a:12).

The EEA is subject to correlation with the Constitution for compliance effectiveness in achieving its purpose. The CoGP should also be taken in to account together with all other employment laws.

Relation to disability

The EEA focuses on race, gender and disability. However, the vague definition of disability in the EEA leads one to conclude that persons with disabilities are not the main focus of the Act (Wordsworth, 2004). Designated groups are at the centre of the Act and include black persons which is the race category including Africans, Coloureds and Indians, as well as women and persons with disabilities. It has been said that the effectiveness of the EEA can only be determined by whether or not the number of persons with disabilities, who are employed, increases (Wordsworth, 2004). The 2010 CEE reports show that this is not the case.

Monitoring of employment equity policy

Overall monitoring of the implementation of the EEA is the responsibility of the DoL (RSA, 1998a). Designated employers are subject to monitoring. They are employers who employ more than 50 employees with an annual turnover exceeding categorical amounts indicated on the employment equity forms (RSA, 1998a). It is the responsibility of each company to report to the DoL at the times specified by the policy. The Employment Equity Manager of the company must prepare an annual timetable and project plan to which the company must adhere. Furthermore, the Human Resources Department has to prepare, in accordance with Employment Equity policies, annual reports that are provided by the DoL namely; EEA 2 and EEA 4 (FAQ, 2009).

A selected group of individuals within each organisation are chosen as representatives (employment equity forum) to take responsibility for the monitoring of employment equity policies within the organisation (FAQ, 2009). They are required to meet regularly to consult with the Chief Executive Officers, Equity Managers and senior managers concerned with the quarterly equity reports. Affirmative action and statistical goals for the workforce should be considered and strategized (EEP, 2008).

According to Cloete (2005) an equity plan includes a process of about 10 steps as presented in Table 2.3 below:

Table 2.3: Steps and phases of an equity plan (Developed form Cloete, 2005)

Phase	Steps	Process
Preparation	Assign a manager	Take overall responsibility for the plan and all the aspects involved
	Communicating and spreading awareness	Through newsletters, flyers, workshops or posters
	Consulting	With all parties (staff, management, head offices) and link with skills committee
	Conducting Analysis	Evaluate company policies and procedures to identify any barriers to achieving equity
Implementation	Setting objectives and formulating measures	Eliminate barriers
	Establishing time frames	To establish when goals should be met
	Allocation of resources	Budgets that includes infrastructure costs and committee needs
	Communicating the plan	Inform workforce
Monitoring	Monitoring and evaluation of the plan	Regular committee meetings to assess whether the measures are being met, if not why not and then attending to it
	Reporting to the DoL	Annual equity report submission

2.4.2.3. Code of Good Practice on Aspects of Disability in the Workplace, 2002 (ILO, 2002)

Because the EEA does not focus on persons with disabilities the CoGP was introduced to deal specifically with the issue of disability in the workplace. Although it does not serve to create additional rights in law, its function is to provide support to the business community on defining and managing the process of including employees with disabilities (ILO, 2002).

Purpose of the code

The code states as its purpose *"to guide employer and employees on key aspects of promoting equal opportunities and fair treatment for people with disabilities as required by the EEA"* (ILO, 2002:6). It serves as a guide to assist employers on ethical procedures regarding persons with disabilities and the working environment.

Relation to disability

The code focuses specifically on the employment of persons with disabilities and is relevant to all employers i.e. those with small, medium and large businesses. It covers all the aspects related to the inclusion of persons with disabilities in the workforce.

a) Recruitment

The code states that when recruiting for a vacant position, the employer should determine the requirements of the position thoroughly to distinguish the specific skills needed. Based on this, employers must set reasonable selection criteria. Further, it states that the submissions should focus on the applicants' abilities and the advertisement should be accessible in a practical and effective manner. This may mean sending it through organisations which promote the rights of persons with disabilities or via the radio, to which most areas, both urban and rural, have access.

b) Selection

The employer must assess whether the individual is suitable for the vacant position. Furthermore, employers must consider whether individuals may need any further accommodations to allow them to perform the job.

c) Interviews

Interviews must be carried out objectively by the employer with a focus on the applicant's abilities for the position. If any assistance is required for the applicant to participate in the interview, the employer should make arrangements to address this need e.g. by allowing a sign language interpreter.

d) Placement

This involves the training and orientation of a new employee. It is important that the training is accessible, responsive and suited to the needs of all persons including the disabled.

e) Training and career advancement

All staff members should have equal access to training and promotion. All organisational events, procedures and training should be universally accessible. Evaluation of work achievements should be thoroughly described and measured in relation to the essential functions of the job.

f) Retaining employees with disabilities

Any recently disabled employees should be allowed to re-enter the work environment and be accommodated where necessary in order to minimize their disability. Employers should encourage an early return to work if an employee should become disabled and the option of an alternative placement should be explored, if the previous position is unsuitable, so that the employee is not induced to resign from employment.

g) Termination of employment

Employers may dismiss an individual based on their operational requirements, as long as the dismissal is not manifestly unfair in any manner. If any disability benefits are available, the employer should consult with any potential applicant or with an employee who considers resigning as result of a medical condition.

h) Promotion

Promotion can be looked at in two different ways. The first is in relation to how accessible job advertisements are to persons with disabilities and how practically it can be carried over to disable persons or organisations which represent them. Secondly, advancement within existing positions is addressed. It has already been mentioned in the context of recruitment that advertisement is very important. Although there is already support offered to the disabled work seeker and the employer by various agencies, there may still be room for further accessibility options. These might include articles in the local printed media or using the medium of television or radio. The advertisement should be in a language that can be easily understood by its specific audience (ILO, 2002).

Promotion within a position of employment should be made available and offered to persons with disabilities and their non-disabled colleagues on an equal basis and without discrimination. Workers should be encouraged to improve their skills and experience and to apply for promotional positions.

Effects of the code

No reliable information could be found regarding the effect of the code.

2.4.3. Adherence and implementation of policies and legislation

Adherence to and implementation of the above policies and legislation has been largely unsuccessful in South Africa (Dube, 2005; Brynard, 2010). According to the findings of

Dube in 2005, the implementation of policies to aid the rights of persons with disabilities is hindered by a lack of capacity at programme level, as it is not a factor addressed regularly within governmental departments (Dube, 2005, Gathiram, 2008). Furthermore, there is a lack of implementation of policies by committees and co-ordinators as disability is not taken seriously (Gathiram, 2008). Gathiram (2008) also states that there are problematic aspects related to policy adherence such as the lack of coordination between programmes, departments, governments and civil society with regard to prioritising disability issues. Many departments involved in service delivery to promote the rights of persons with disabilities, continue to have policies that are incoherent and fail to keep employers properly informed on the availability of developmental resources. This in turn has the potential to impact negatively on development in general (Gathiram, 2008). For example, various support systems are provided by Government and private organisations, each with their own specific rules, vision, missions and prescribed procedures, which can make it complicated and time-consuming to understand and implement these (Gathiram, 2008).

According to the CEE report (2010) the number of equity reports submitted by designated employers increased by 55% between 2001 and 2009 from 2360 to 3695 reports (CEE, 2010). This may, however, sound misleadingly positive. Despite the submission of reports, none of the companies concerned were fully compliant with the EEA (CEE, 2010).

2.4.3.1. Equity targets

Internationally, it is recognised that systems need to be put in place for the monitoring of equality legislation. Several countries have some legislative documents and targets promoting the employment of persons with disabilities. Thus, a minimum proportion of an employer's workforce must be made up of persons with disabilities (NDA, 2006). Information gathered by means of a questionnaire drawn up by the European Blind Union's (EBU) Social Commission found that 14 European countries have enforced legislative quota systems regarding disability and employment (Robic, 2006).

Similarly targets have increasingly been implemented in developing countries like China, Thailand, India and Sri Lanka (Brennon, 2010). Many of the international quota systems are similar in the sense that their purpose is to encourage the economic integration of persons with disabilities. These systems date back approximately one hundred years with the aim of maintaining a balance in terms of accessibility to employment positions.

According to Waddington & Hendriks (2002) there are three types of targets;

1. Statutory and obligatory (legislation-based): Employers are obligated to implement the quotas. However, they can appear to be voluntary in nature and so require strong and competent monitoring and enforcement. Employers often tend to employ persons with only minor or slight disabilities so as to meet the requirements of the prescribed quotas.

2. Statutory by enforcement (legislation- and levy-based (An example is the EEA): The quota may be restricted to organisations of a certain size or to persons with a certain level of impairment, which in a way provides opportunities for persons with higher levels of impairment. Fines are imposed according to the number of positions the employer has failed to fill or according to the duration of such failure. The revenue from these fines is applied to specific disability funds such as those providing training, for example. Many employers have chosen rather to face penalisation in the form of fines than invest time and money into recruiting candidates with disabilities.

3. Voluntary: A voluntary, non-legislative quota system is based on recommended percentages of employees with disabilities (Brennon, 2010).

Brennon (2010), suggests that the use of quotas might have negative consequences such as creating the impression that persons with disabilities are incapable of competing for employment opportunities in the open labour market. Furthermore, quotas might serve to reserve fixed positions for persons with disabilities, thereby restricting them to fixed levels of employment which will impact negatively on

promotions and growth. This limits opportunities by misapplying the principle of equal opportunities and allows discrimination to prevail, in the process, ironically, achieving the opposite of the very purpose of such policies and quotas.

There are also other challenges related to quotas, with which persons with disabilities have to deal. This includes having to reveal their disabled status so as to qualify for special entry schemes and applications. In addition, Metts (2000) has highlighted the fact that in the past quota systems have wasted the talents of persons with disabilities by placing them in menial positions so as to fill an unmet quota. This is not only greatly disadvantageous but is also discriminatory on the grounds of privacy and special treatment (Brennon, 2010).

2.4.3.2. South African equity targets for employment of persons with disabilities

The National Skills Development Act states that four per cent of all individuals obtaining training should be persons with disabilities. Furthermore, the Labour Relations Act (1995), the EEA (1998a) and the Skills Development Act (1998b) all form the basis of a legislative platform according to which two per cent of a working environment consisting of 50 or more employees should be disabled employees.

The two per cent quota has not been successfully met (CEE, 2010).

2.4.3.3. Broad-based Black Economic Empowerment (BEE)

BEE is aimed at empowering black persons to create more opportunities for their integration into South Africa's economy. The process and strategy of BEE includes persons with disabilities to some extent. Through legislation, a BEE scorecard has been introduced. This is presented in Table 2.4.

Table 2.4: BEE scorecard layout (Cloete, 2005)

Areas	%	How this is measured
Equity Ownership	20%	Black empowered 25,1%; Black owned 50,1%; 51% based on the share of economic benefits of ownership.
Management	10%	Varying targets ranging from 10% to 51%. Refers to black people in executive management positions or executive board members .
Employment Equity	10%	Compliance with employment equity legislation – an equitable spread of staff at all levels of the organization. The racial, gender and disability mix of your employees should match that of the population profile of South Africa.
Skills Development	20%	1. Compliance with skills development legislation. 2. Considerable investment in the development of black staff, especially professional, technical and management staff. 3. Both percentage expenditure as a proportion of the total payroll
Preferential Procurement	20%	This is the procurement of goods and services from black-owned or empowered companies as a proportion of total procurement. At least 20% of your company's total procurement budget should be spent in this way.
Enterprise Development	10%	How much does your company invest in the establishment and growth of black enterprise? This can be money, skills, equipment, access to markets. It is measured as the investment in black-owned or empowered organizations as a percentage of your total assets.
Social Development	10%	Any number of initiatives by your company to create jobs, improve skills, employ women, the disabled, or young people, or empower the community. These can include the use of labour-intensive production (to increase employment opportunities), rural investment, good employee benefit programmes, support to suppliers, community development, and others.
Total	100%	

Through the categories stated above, companies score points. A score of 65% and above makes them eligible to work for Government or big businesses. Employment Equity and Skills development form a key component in the success of BEE in terms of including black persons into executive decision-making positions (Cloete, 2005). However, the focus is on black persons not persons with disabilities.

2.5. Barriers and facilitators to the employment of persons with disabilities

2.5.1. Barriers

Unfortunately, finding employment is still in most instances the responsibility of the individual disabled person and not that of society (Martz, 2007). In order to be successful in this endeavour, persons with disabilities have to overcome the double barriers of their disability as well as wider social obstacles such as inequality, poverty, a lack of jobs and underdevelopment as experienced by the majority of South Africans (Surrender, 2007, Gathiram, 2008). The literature indicates that both the severity and nature of a disability (e.g. mental illness) can act as barriers to employment (Martz, 2007; Bolin, 2007). In addition, inaccessible, unavailable or unaffordable transport (Dube, 2005, Surender, Ntshongwana, Noble & Wright, 2007) inaccessible buildings (Schneider, 2006) and attitudinal barriers such as stereotyping, negativity, prejudice (Martz, 2007) and discrimination (Dube, 2005) create severe barriers. These can be compounded by several psychological factors related to confidence, self-esteem, personal expectations and poor acceptance of the disability (Martz, 2007). Similarly, chronic health conditions (e.g. HIV/AIDS and cardiac disease) that can be exacerbated through work-related activities, can present as barriers to employment (Martz, 2007). Finally a lack of education and skills hampers persons with disabilities when it comes to finding employment (Soudien & Baxton, 2006).

Discrimination

According to Swartz & Watermeyer (2006:4) "*disability discrimination is a human rights issue*". Originating in the apartheid era, disabled persons enjoyed limited socio-economical rights including the right to employment and education. They were excluded from society on the grounds of being sick or in need of care and not treated as equal human beings with full rights (Howell, Chalklen & Alberts, 2006, Nhlapo, Watermeyer & Schneider, 2006).

Although legislation has been developed to eliminate discriminatory behaviour in work environments, there is insufficient evidence to show that these laws have been successfully implemented to improve the lives of persons with disabilities. The CEE Report of 2010 mostly provides insight into improvements in respect of racial non-discrimination. There is still no proof that stereotyping and prejudice have been successfully eliminated for persons with disabilities. Arguably, this will remain a challenge to their entry into the work environment (Martz, 2007; Dube, 2005).

Attitudinal barriers

Several attitudinal approaches can affect the employment opportunities of persons with disabilities. Park et al (2007) explains that societal support has a major influence on determining the employment status of an individual and his findings suggest that the acceptance of disability remains problematic in the work environment (Park et al, 2007, Arksey, 2003). Disability is a difficult topic for people to deal with and leads to conflicting emotions; it both intrigues people and yet at the same time repels them (Watermeyer, 2006). Disability often evokes anxiety and fear not only due to the uncertainty of how to respond to persons with disabilities, but also because persons with disabilities have become known as different, "*unwante*d" and "*undesirable*" (Watermeyer, 2006:33). Many are sympathetically touched when confronted with disability and feel they need to recognise the "*braveness, sweetness and tragic fate*" of the person (Watermeyer, 2006:39). Thus, society can often be seen to assume that persons with disabilities feel ashamed of themselves and have low self-esteem (Watermeyer, 2006).

Psychological factors

Social contribution by participating in meaningful work-related activities and assuming attendant responsibilities remain a key need for persons with disabilities (Young, 2001). Employment offers the opportunity to be socially included and to receive respect and dignity (Arksey, 2003). However, this is hindered in many respects by factors which affect the personal drive of individuals with disabilities, such as low self-esteem, lack of

worldliness and shyness (Young, 2001). Thus, the emotional state of the disabled person is as much a barrier to employment as are inaccessible physical environments (Young, 2001). In addition, social attitudes and prejudice can exaggerate the medical and psychological conditions of persons with disabilities (Szymanski, 2003).

Based on the American findings of Young (2001), discrimination and stereotyping have resulted in disabled persons living in fear of being judged when having to disclose their status. Similarly, when applying for employment positions, indicating a history of impairment can lead to preconceived prejudices that negatively influence their applications, such as when employers fear that future accommodations may be required if they employ a person with a disability (Young, 2001).

Lack of jobs

Unemployment in South Africa has been discussed and creates a severe barrier to the employment of persons with disabilities (Gathiram, 2008). The economy has been growing at approximately four point five per cent as of 2000. One would think that economic growth would result in greater employment opportunities (Nattrass, 2006). However, in the current economic climate, employers are becoming scarcer. The economic depression has made companies think twice before using any cash flow (Abacus, 2009). Instead of looking for investment options for spending money, employers are looking for ways to cut down and save in all areas within their businesses. According to Abacus Recruitment in a news article dated May 2009, disabled people are the casualties of this effect. As a recruitment agency, Abacus is only placing half of the number of disabled than they were previously.

In addition, employment opportunities for persons with disabilities are limited in terms of diversity, working hours and salaries (Schmidt & Smith, 2007).

Lack of transport

Unavailable and unaffordable transport is one of the main barriers that persons with disabilities face in their everyday lives, leading to the exclusion from several opportunities to improve their quality of life (Banerjee, 2008, Schmidt & Smith, 2007). When it comes to employment, this is a major concern as they are unable to get to and from work. Schmidt & Smith (2007) has indicated that the lack of awareness on the part of employers and employment programmes (training or education) with regards to transportation challenges, adds to the employment barrier for disabled persons.

Lack of education and skills

According to Engelbrecht (2009), inclusion remains one of the biggest challenges in education worldwide.

In South Africa prior to 1994 there were 18 different educational departments - each with its own policies regarding learners and special education. However, not all departments made provision for all groups, leaving many communities marginalised. Specialised schools developed from 1960 onwards but this placed financial strain on Government and resulted in separation on the basis of race and culture as well as disability. After years of discrimination and negative categorising the self-esteem of children was undermined (Inclusive Education, 2002).

After 1994 a movement towards non-discriminatory inclusion and the acknowledgment of human rights for all began. All learners were integrated into one unified educational environment (Prinsloo, 2001). Currently approximately fifteen per cent of learners who experience learning difficulties attend specialised school while the rest have been integrated into mainstream education (Inclusive education, 2002). However, an independent study in the Western Cape found that 22% of Xhosa-speaking children aged between five and nineteen, with disabilities, have never attended school (Loeb, Eide, Jelsma, Toni and Maart, 2007).

The education system in South Africa faces many challenges and schools lack resources. This has resulted in the focus shifting away from learners with disabilities to learners in general, leaving minority groups such as learners with disabilities without the support they need (Engelbrecht, 2009).

The inability to attend school prevents the further development of skills and in turn removes employment opportunities, as jobs become more skill-orientated.

Poverty and disability

It is important to consider economic and social development with regard to disability and the implication it has for poverty. Poverty is both a cause and an effect of disability (Emmet, 2006, Brynard, 2010). Poverty prevents people from pursuing opportunities which increase their potential to raise their income and hence improve their quality of life. This can occur as a result of negative contextual factors such as; a lack of efficient nutrition, education and access to health care and knowledge of disease prevention (Emmet, 2006). The families of the disabled have been found to enjoy lower levels of employment and income and as a result they are more prone to poverty (Mitra, 2006, Emmet, 2006). Furthermore, it has been suggested that such families also tend to be less informed about substance abuse, violence (Emmet, 2006) and deviant sexual behaviour, the consequences of all of which increase vulnerability to disability (Swartz & Watermeyer, 2006).

Human immunodeficiency virus (HIV) / Acquired immune deficiency syndrome (AIDS)

South Africa has one of the highest HIV infection rates in the world. In 2004, half a million new AIDS infections were occurring each year (Natrass, 2006). The latest, overall occurrence rate is roughly ten point six per cent, resulting in an estimated 413 000 cases of new infection a year (StatsSA, 2009). The restrictive effects of the disease and the stigma connected to the disease can in turn be linked to a decrease in employment.

Although antiretroviral treatment has greatly improved health status, indications of the effects of this improvement on employment are limited (Mclaren, 2009). There may also be some correlation between unemployment and the inaccessibility and unavailability of medication. Furthermore, this has implications for the adherence to the requirements of drug prescriptions.

Growth of the disability grant programme

The rise in unemployment figures seem to relate to the rise in Disability grant (DG) applications. Approximately ten million social grants making up three per cent of the gross domestic product (GDP) are paid out monthly to beneficiaries. Between 2000 and 2004, DGs rose from 600 000 to 1.3 million. Changes within the DG system led to its being used as a method alleviating poverty (Kingdon & Knight, 2005). Although the DG was not intended to be a poverty relief mechanism, the high unemployment rate has resulted in many households depending on it for income (Pauw, 2007). This suggests that the difference between those individuals who cannot work as a result of impairment and those who cannot work as a result of unemployment is often not as clear as it would first appear.

Research has indicated that as a result of the high unemployment figures and the convenience of the grant programme, people have deliberately chosen to remain ill or disabled so that they can avail themselves of a disability grant (Natrass, 2006).

Physical work environment

The majority of existing buildings have been designed to serve the so-called 'normal' population with the result that inaccessibility remains one of the most prominent obstacles to the social and economic progress of disabled persons (Metts, 2000).

Barriers that specifically affect the hospitality sector

In the hospitality sector, a few aspects have been singled out for the fact that they negatively affect the employment of persons with disabilities. There is limited understanding at regional and local level about the importance of the tourism sector. This has become a hindrance to the potential growth of the industry because of a poorly functioning THETA and the unsuccessful communication between THETA and educational facilities (THETA, 2009).

2.5.2. Facilitators to employment of persons with disabilities

Policy and legislation

As indicated in Chapter One there is no shortage of policy and legislation promoting the inclusion of persons with disabilities in the labour force. According to policy documents and legislation, the entire employment process from recruitment through to advancement should be non-discriminatory (ILO, 2002, RSA, 2002).

Increased awareness of equity policies

There has been some evidence that designated employers have become more aware of equity policies although they are not adhering to it successfully (CEE, 2010).

The Department of Labour

Reducing unemployment, poverty and inequality is a priority for the DoL and it strives to achieve this by means of policies and programmes such as the Decent Work Country Programme, which focuses on strengthening support for existing skills development and employment in the labour market, related to job creation and poverty alleviation. Assistance to public-employment services is provided through job-matching services for potential employers and work seekers by the Employment Service System, which was also developed in line with the ILO (Economy, 2010). However, once again the focus is on unemployment in general and not specifically on persons with disabilities.

Incentives for companies employing persons with disabilities in South Africa

Incentives have been introduced to encourage employers to employ persons with disabilities; these include tax benefits and other incentive funds for environmental adjustments made by companies (Natrass, 2006). In addition, broad spectrum incentives may include electricity allowances for larger companies, expertise support programmes and concessions for the instruction of new employees as well as skills development (Jorisa, 2008).

In March 2006, two new incentives were introduced by the Ministry of Finance: a tax incentive from the National Treasury and a flexible grant accredited by the South African Qualifications Authority and Sector Education and Training Authorities (SETA) (Skills Portal, 2006). These expanded tax incentives were to be continued until October 2011. According to these incentives, *"…an employer will be allowed to deduct an initial allowance of 150% of the annual salary of a currently employed learner with a disability, up to a maximum of R40 000. This is available in the year in which the learner commences the learnership. If the learner is employed specifically for the learnership period, 175% of their salary may be deducted, up to a maximum of R50 000. The tax allowance for disabled persons completing a learnership will be 175% of the employee's annual salary, up to a maximum of R50 000."* (Skills Portal, 2006).

Both employers and employees with disabilities will benefit from this incentive. Sheryl James, Chief Executive Officer (CEO) of FASSET SETA, claims that this incentive may increase the number of employed persons with disabilities, particularly if it is combined with an education campaign. However, Ivor Blumenthal, Chief Executive Officer of Services SETA, is sceptical about the incentive. According to Blumenthal, the effect might be to encourage the employment of persons with disabilities for the wrong reasons with the result that they will be exploited (Skills portal, 2006). Blumenthal says that this will only be truly effective when there is a ministry and administrative board

developed and structured specifically for the disabled to the level of the National Security Agency (NSA). Blumenthal thinks it is more important to report plans on implementation activities and incentives for the disabled through such a system (Skills Portal, 2006).

Work placement services

There are several existing agencies that assist organisations to identify persons with disabilities for the purpose of employment. Disabled People South Africa (DPSA), Job Access and Abacus Recruitment are a few agencies that provide this service.

Vocational rehabilitation

The aim of vocational rehabilitation is to integrate aspects of vocational assessments, training, skills upgrading, career counselling, on the job training and job searches for clients with disabilities. These processes are implemented by occupational therapists and focus on each client's individual needs (Lee, 2011, Coetzee, 2011). The process includes assessing the abilities of job applicants, finding them a work position, analysing that position, redesigning and adjusting the job for the individual, providing some training and experience in that position and finally supporting them by means of regular evaluation (Coetzee, 2008).

Earlier return to work and limited grant payments are possible outcomes of increased implementation of vocational rehabilitation services (Coetzee, 2011).

At present, work hardening and preparation for assisting individuals with returning to work is at a bare minimum (Parsons, Reid, Green & Browning, 2000). Cape Town provides such rehabilitation services for the physically impaired at Tygerberg and Groote Schuur Hospitals through the public sector. Lentegeur and Stikland Hospital provide vocational rehabilitation to persons who suffer from psychiatric and intellectual impairments. Workability facilities are administered by the Workability Rehabilitation

Centre in Montague Gardens, Cape Town, which provides occupational therapy and physiotherapy on site (Workability, 2011).

Skills development

An apprentice Exchange & Placement Programme has been developed to enhance progress in the technical skill industry called the National Skills Development Academy (NSDA) (Skills Portal, 2011). The NSDA programme allows for both parties to benefit. An employee can embark on training and find a replacement worker (a NSDA student with the same skill level) so that there is no risk of losing labour (Skills Portal, 2011). This will be available at affordable tariffs as every student will require this type of paid work experience as part of their programme. (It is paid by the NSDA) This however does not focus specifically on persons with disabilities.

Sector Education and Training Authorities (SETA)

In 2002, 27 different Sector Education and Training Authorities (SETA) were established to cover all sectors in South Africa. The purpose of the SETAs is to provide skills development opportunities to those looking to find employment and those who are currently employed (Tourism, 2010). The SETAs ensure that training is implemented according to the standards of the national qualifications framework. Each sector of the specific SETA is responsible for developing and implementing a skills development plan, quality control and payment of development grants. Employers are able to claim R25 000 which is offset against taxable income, every time they sign up a leadership agreement. On completion of the programme a further R25 000 can be claimed against taxable income (Legal Frontier, 2010). These learnerships have reference to persons with disabilities as it is suggested that any individuals who may have been previously disadvantaged have an opportunity for benefitting from training.

The Tourism, Hospitality and Sport Education and Training Authority (THETA) was established under the Skills Development Act (Act 97 of 1998) and is the SETA which include the hospitality trade (GCIS, 2010).

2.6. Reasonable accommodations

As stated in the TAG (DoL, 2002), reasonable accommodations create an environment which allows persons with a disability to perform their job to the best of their ability. There are many technological enhancements that could make the jobs of persons with disabilities much easier and their performance more effective. Changes such as the workstation, the physical place of work as well as adjustable strategies on behalf of the organisation to accommodate different persons, are all aspects that can aid persons with disabilities in the work environment (Dube, 2005).

Reasonable accommodations have become an important part of many non discrimination policies, which require employers to "even out" the differences by making adjustments to work environments. Regardless of how simple these policies may be, their implementation in a work relationship and environment is seemingly difficult (Brennon, 2010). Brennon (2010) mentions examples of accommodations like maternity leave although it is not called "reasonable accommodation". Controversially, similar accommodation for persons with disabilities causes much more confusion and worry for employers (Brennon, 2010).

Furthermore, an attitudinal bias also seems to contribute to the extent to which reasonable accommodations are provided. Mitchell & Kovera`s research (2006) found that employers seem more sympathetic toward an individual who has become disabled as a result of an uncontrollable (involuntary) occurrence rather than someone who may have personally been a part of their outcome of being disabled.

Arksey (2003) suggested reasonable accommodations for disabled persons should be addressed through three assistive approaches. Firstly, through matching through profiling. Recruiters should effectively place candidates in jobs that are realistically significant to them. Secondly, by '*mediating*' (Arksey, 2003). This includes a process which supports both the candidates and employers by a process of discussion designed to achieve an optimal match between the person and the position advertised. Lastly,

support is essential not only to encourage employers and job seekers to create and look for stable employment but also to maintain it (Arksey, 2003). Ongoing support was considered valuable to the candidates and the employers (Arksey, 2007).

Some employers are concerned with whether persons with disabilities are able to perform successfully in a full-time position. However, based on personal contextual experience, Max Zadow (2005) explained that "*it's a case of being flexible*". There are no doubt   employers who find it challenging to integrate persons with disabilities into the work environment and the cost related to this may be preventative. However, research has found that costs have proven to be far lower than generally perceived (MacDonald-Wilson, 2002, Arksey, 2003, UN Enable, 2004, Zadow, 2005, Schmidt & Smith, 2007)

2.7. Tourism and hospitality sector

There is some debate regarding the exact definition of "tourism" as the concept has different meanings, according to the nature of the visit or the traveller. However the definition focuses on the physical movement of persons for any purpose other than work. The purpose may differ although it is mostly for 'pleasure' (Naledi, 2001).

Tourism is one of the key sectors contributing to economic potential and growth in South Africa (Tourism, 2010, THETA, 2009, Naledi, 2001). Between February and March 2009, there was a seven point nine per cent increase in same-day visitors and a one point nine per cent increase in tourists. The majority of tourists - 63% - came from Europe, 14.7% came from North America, eight point two per cent from Asia, four point nine per cent from Australia and two point seven per cent from Central and South America. South Africa has been an internationally desirable tourist location for some time (THETA, 2009) and is also becoming a favoured business destination for many international events and conferences. Since 2005 South African Tourism (SAT) has made our development as a tourist destination a priority, offering world class facilities with wildlife and diverse cultures (Tourism, 2010).

As shown in Figure 2.2 the hospitality sector is the biggest component of the tourism sector that includes gambling and lottery, hospitality, sport recreation, fitness, tourism and travel services (THETA, 2009).
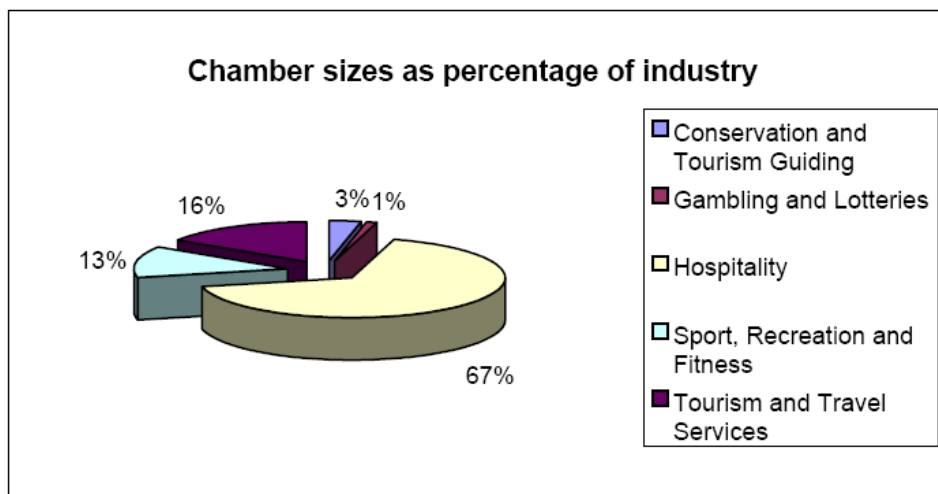
Figure 2.2: Chamber sizes as percentage of tourism industry (THETA, 2009)

Hospitality includes services like accommodation, food preparation, catering, food and beverage services (THETA, 2009).

According to the theta skills plan (2009) a challenge in this sector, is that employment opportunities in it consist of many low-level jobs which requires unskilled or semi-skilled workers (see table 2.5).

Table 2.5: Skill requirements in the hospitality sector

Skill level	Percentage of employees
Managers	15.75%
Craft workers	31.72%
Administration	8.10%
Technical	9.05%
Unskilled	29.54%
Other	5.84%

Finding statistics on the hospitality trade, especially hotels, has been difficult. An annual national grading classification scheme from South African Tourism (SATOUR) is used to formulate statistics on employment and other data in the hospitality sector, but this has led to some disappointment among hospitality sector stakeholders. Currently the process is voluntary, indicating commitment to good service and regularly upgraded facilities (Tourism, 2010). Problems concerning grading benefits has resulted in fewer hotels reporting. Thus, it is difficult to establish figures of employment from official sources in this sector (Philips, 2001).

The available information on this sector is somewhat outdated except for research by Thornton et al (2000) (Table 2.6). Some figures have been adjusted where employer associations provided more recent information (THETA, 2009).

Table 2.6: Estimated employee numbers in the hospitality sector (THETA, 2009, NALEDI, 2001)

Group	SIC Code	Standard Category	Estimated no. of employers	Estimated no. employed
HOSPITALITY				
	64101, 64104	Hotels, motels, boatels and inns registered with SAT, not registered with SAT	1,500	73,500
	64102	Caravan parks and camping sites	450	3,300
	64103	Guesthouses and guest farms	3,600	24,500
	64105	Bed and breakfast	4,500	21,500
	96195	Operation and management of convention centres	150	2,500
	84111	Timesharing (including resorts and parks, self-catering apartments/cottages, Game lodges	2,300	51,000
	64201, 64202	Restaurant or tearoom with liquor license, without liquor license	800	14,500
	64203; 64205; 64206	Take-away counters, take-away restaurants, fast-food establishments	8,500	168,000
	64204	Caterers (including private clinics)	8,000	53,000
	64209	Other catering services incl. pubs, taverns, night-clubs	550	21,000
	96195	Event and Conference management	250	3,000
		Other	5,500	45,000
		TOTAL	**35,830**	**477,800**

Skills development in the tourism sector originates from several sources and a key aspect of this is the role of employers in the development of skills. It is stated that in-house training and on-the-job training is most common within the tourism sector in general, including the hospitality trade (see figure 2.3).
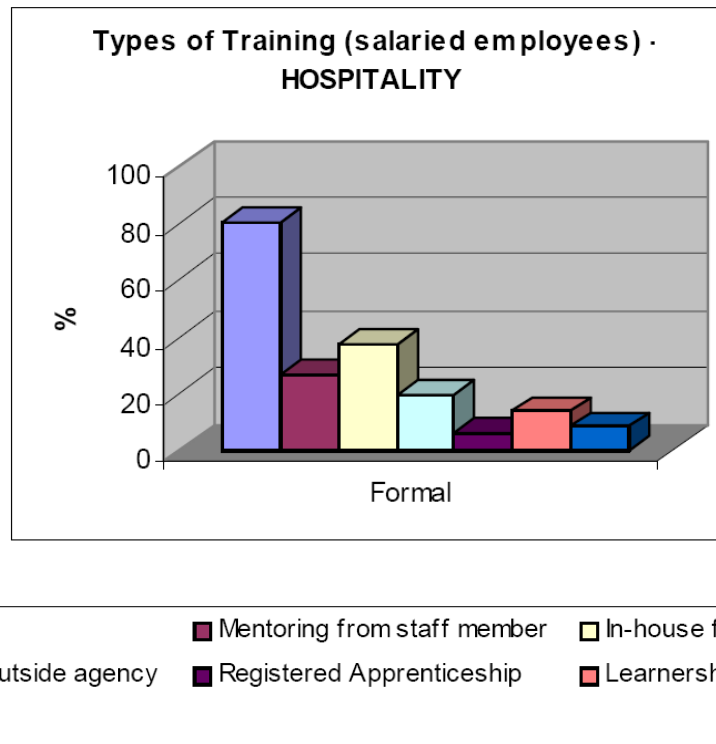
Figure 2.3: Types of training in the hospitality industry (THETA, 2009)

Although some skills development programmes are available, there are not nearly enough. The impact of this on employment for persons with disabilities is not favourable (THETA, 2009). Persons with disabilities are unable to develop the necessary skills required to qualify for certain jobs. There are also not many campaigns or programmes that promote skills enhancement for persons with disabilities within this sector at present although there has been a focus on planning "*new initiatives*" *(THETA, 2009:43)* to incorporate training and job placements (THETA, 2009).

2.7.1. Hotels

This industry is by far the largest category in the tourism and hospitality sector and takes the form of hotel chains owned by South African conglomerates. These are presented in Table 2.7.

Table 2.7: Main Hotel Chains in South Africa (THETA, 2009, Thornton et al, 2000)

Hotel Chain	Brands include…	Ownership	Employment	Annual revenue
Three Cities Group	Royal Hotel, Gold Reef City Casino Hotel, Cape Milner Hotel	Private		Unknown – private company
Sun International	Sun City, Lost City, Wildcoast Sun	Sun International Holdings, controlled by SA Mutual via Safren	10 000 (1998)	R2 610 million (1998)
Southern Sun	Holiday Inn	SA Breweries	3 830 (Southern Africa)	R 2 104 million (2000)
Hilton Hotels Corporation	The Hilton	USA		Unknown – private company
Protea Hotels	Protea Gardens	Protea Hospitality Corporation (60%) and Commonwealth Development Corporation (40%)		Unknown – private company
The Don Group	Don Suite Hotels, Don Executive Apartment Hotels, Trafalgar Court	Ellerine Brothers (26%), San Syndicate (15%), control lies with directors		R44.5 million (2000)
City Lodge Hotels	City Lodge, Town Lodge, Road Lodge	Kersaf Investments, controlled by SA Mutual		R91.5 million (2000)

The hotels rely mostly on business from domestic and international tourists. Although the hotel industry is experiencing some financial pressures as a result of over investment and increased competition, it did grow to some extent after the 1990s. Some hotel groups like The City Lodge Group offer fewer services and therefore require fewer employees with the result that they are able to charge lower rates and compete with Bed & Breakfast establishments and guesthouses. This has contributed to the reforming of the hotel industry and has influenced other hotels to use similar strategies (Naledi, 2001).

2.8. Summary

Regardless of the numerous definitions of disability, there is still plenty of confusion related to the definition and the aspects that have an impact on disability. It appears that official documents and surveys used definitions that are medically orientated making data collection on the prevalence of disability challenging. South Africa has high general unemployment rates and even higher unemployment rates amongst persons with disabilities. Although skills development programmes have been prioritised persons with disabilities were included to a limited extent only.

Several barriers like discrimination, negative social attitudes, lack of jobs, transport, and education as well as psychological barriers remain to exclude persons with disabilities from the work environment. However, facilitators such as skills development, policy, increased policy awareness and tax incentives do aid employment of persons with disabilities. The tourism sector is a large industry with many and varied employment opportunities, but the extent to which persons with disabilities are included in this sector is unknown.

3. METHODOLOGY

3.1. Introduction

In this chapter the methodology of the study will be discussed, starting with a description of the aims and objectives, followed by the layout of the chosen study design. It will also include details concerning the study population, sampling and the type of tool used for the data collection. Data collection procedures and analysis of the data will be explained as well as the ethical considerations raised by the study.

3.2. Study aim

The aim of this study was to examine and describe the conditions relevant to the employment of persons with disabilities in three hotels in the Victoria & Alfred Waterfront, Cape Town.

3.3. Study objectives

The objectives of the study were:

- To ascertain how disability is defined and perceived by hotel management and employees;
- To describe the level of adherence to equity targets by the relevant hotels, with specific reference to persons with disabilities;
- To develop a sense of company perceptions of and adherence to legislation, policy and guidelines as set out in the EEA, the CoGP and the TAG;
- To explore barriers and facilitators to employing persons with disabilities in the study hotels;
- To explore perceptions of the extent to which reasonable accommodations are provided by the hotels;

3.4. Study design

A qualitative, descriptive research design was utilised in a multiple-case study structure (Domholt, 2005). The aim of the study was to gain an in-depth understanding of aspects regarding employment of persons with disabilities in the hotels. The qualitative paradigm was chosen since it provides a way of analysing data by exploring complex phenomena within their context (Baxter & Jack, 2008). It allowed the researcher to perform an in-depth investigation of the employment of persons with disabilities in the study hotels.

Case studies were chosen since the 'cases' provided natural boundaries that define the study limits. This assisted in keeping the study at a manageable size for a research assignment, while allowing the generation of sufficient data to provide an in-depth perspective on employment of persons with disabilities in the three hotels (Domholt, 2005). The use of multiple case studies allowed for an analysis of data for each setting as well as across settings (Baxter & Jack, 2008). Therefore, the findings can be used to further explore similarities and differences between hotels, thereby enhancing the findings of the study (Yin, 2003).

3.5. Study Setting

The study was performed at Cape Town's V&A Waterfront. Cape Town is the centre of the Western Cape's tourism activity and is internationally recognised for several exclusive attractions including: "*its beaches, sports, mountain walks, day trips, wine tasting, sunsets, fine dining*" (Tourism, 2010), upmarket shopping malls, theatres and live music, numerous museums, Newlands Rugby Stadium, Robben Island, Table Mountain and several nature reserves. Cape Town enjoys an excellent reputation and is portrayed as a top-quality destination (Pollock, 2008, Tourism, 2010). One in 10 employees working in the hospitality industry is employed in Cape Town (Tourism, 2010).

The V&A, one of the flagship tourist enterprises in Cape Town, is one of the most popular tourism developments in the world and offers a unique reflection of Cape Town. As indicated in Figure 3.1 there are several hospitality facilities and hotels in the V & A area, of which three hotels were purposively selected for the study.
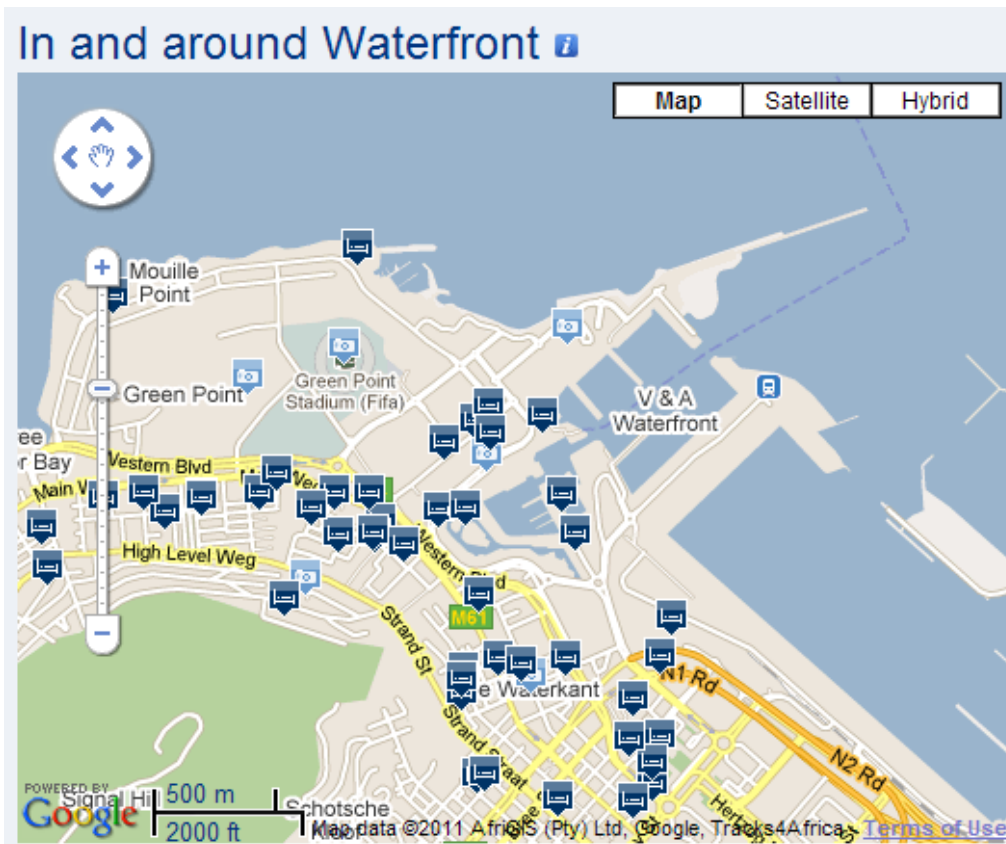
Figure 3.1: Several Hotel Locations in Cape Town (google maps)

The hotels will be referred to as Hotel A, Hotel B and Hotel C for confidentiality purposes.

The three hotels were purposively sampled for several reasons and to ensure maximum variability between them. Firstly, because they are all part of franchise organisations. Franchise organisations were chosen since it can be expected that all concerns trading under the same name are based on the same principles, rules and procedures. This might have the advantage that recommendations can be implemented throughout the

group rather than in one hotel only. Secondly, while all of the hotels have a relatively large labour force with a variety of positions, requiring a vast array of different skills some have proportionally more employees per number of rooms than others. Employment positions in the hotels include housekeepers, cleaners, receptionists, bellboys, drivers, laundry ladies, seamstresses, waiters, chefs, kitchen staff, gardeners and security guards. Thirdly, the hotels attract international clients which suggest high levels of professionalism and therefore compliance to regulations. Fourthly, the three hotels have three different star ratings. The inclusion of a three-, four- and five-star hotel allowed the researcher to make comparisons between hotels of different ratings. Finally, the three hotels are all situated relatively close to one another which offered convenience and saved time during data collection.

3.6. Study Population

Managers and employees from the three hotels formed the study population. From these two categories, between six and ten participants from each hotel were sampled to participate in the study. These participants were representatives from each of the following groups, depending on availability:

- Top management (General Manager (GM), Human Resources or Executive Manager)
- Employees with disabilities
- Non-disabled employees

The researcher wished to interview CEOs (Chief Executive Officer) as well, but the GMs of the three hotels indicated that it was highly unlikely that a meeting with them could be arranged since they were at Head Office. They were therefore not included as study participants. Furthermore, the inclusion of employees with disabilities is not consistent throughout the study as only one hotel had positions filled with persons with disabilities.

3.6.1. Study Participants and Sampling

While the researcher planned to do purposive sampling of employees with and without disabilities in the study protocol, this was not possible. With regard to employees with disabilities, only two were employed in the three hotels and both were interviewed.

With regard to employees without disabilities, the managers in the three hotels insisted on the researcher first identifying employees to be interviewed. Whether this was because of impatience and a desire to complete the process, a desire to be helpful or a genuine concern to identify the candidates that could shed most light on the research issue remains uncertain.

In spite of the researcher explaining the sampling procedure and reasons for it, the managers identified employees to be interviewed and either provided their contact details to the researcher or organised the meetings with them. The researcher was not allowed any opportunity to sample or question their choices. She explained the need for sampling and that if they identified employees, this would introduce bias into the findings. However, they were adamant that it should be done their way. The researcher decided not to protest any further as she was dependent on their goodwill for continuing the study.

3.6.1.1. Hotel A

The following participants were interviewed at Hotel A:

- General Manager who had been in his position for three years
- Financial Manager who had been in his position for two years
- Two employees with disabilities who had been employed in their positions for over a year (These were the only two disabled employees employed at Hotel A and thus no sampling was done)
- Three non-disabled employees who had been employed for over a year at the hotel

3.6.1.2. Hotel B

The following participants were interviewed at Hotel B:

- General Manager who had been in his position for three years
- Three non-disabled employees that had been employed by the hotel for over a year

Other top management positions like the HR, FM or EM were not included as the GM felt that the hotel should be represented as an entity and that individuals employed at the hotel would not be able to assist with the study.

The GM identified the three non-disabled employees to be interviewed and did not allow the researcher any opportunity to sample or question his choices. He arranged the researcher's interviews with them in quick succession.

No employees with disabilities were interviewed excluded as the hotel had no one with a disability employed or none who had disclosed their disabled status.

3.6.1.3. Hotel C

The following participants were interviewed at Hotel C:

- General Manager who had been in his position for seven years
- Human Resource Manager who had been in her position for a year after being Head of Accounting for 15 years
- Assistant Manager who was also on the Equity Committee and had been in this position for over a year and at the hotel for 14 years
- Three non-disabled employees, all whom had been employed for over a year

No employees with disabilities were interviewed as there were none employed at the hotel or none that had disclosed their disabled status.

3.7. Data collection instruments

3.7.1. Company profile (Appendix I)

The company profile form was developed to gather demographic information from the hotels. It was used to gather information on aspects such as employment categories, occupancy rates and client profiles. The purpose of this tool was to gather information to develop a summary of the characteristics of each hotel and to provide a background against which qualitative findings could be interpreted.

3.7.2. Interview schedule with management (Appendix II)

This interview schedule was developed to gain an understanding of the company and how it has managed to incorporate South African policy with regard to the employment of persons with disabilities. Furthermore it was used to gain insight into managers' perceptions, experiences and concerns regarding issues related to disability and the effects of equity policies.

The researcher took pains to include open-ended questions related to policy, the workplace as well as employees and persons with disabilities.

3.7.3. Interview schedule with employees with disabilities (Appendix III)

This interview schedule was developed to focus specifically on the unique experience that disabled employees have in the work environment.

It was developed to include open-ended questions about the social and professional environment at work and to allow space for the expression of personal opinions regarding equity and the role it plays in the work environment, as well as their daily experience of this. The questions were structured so as to give interviewees an opportunity to explain their everyday work life from their point of view.

3.7.4. Interview schedule with non-disabled employees (Appendix IV)

This interview schedule was developed for non-disabled employees so as to gather an in-depth understanding of their perceptions on disability, employment equity, the workplace and experiences of working with a disabled colleague or sub ordinate. It was also structured with open-ended questions so as to allow an opportunity for interviewees to express their personal opinions and experiences on the study issues.

3.8. Pilot Study

A pilot study was conducted at a one-star hotel since higher-rated hotels would not consent to contribute in this regard. The purpose of this study was to test the data collection instruments and to conclude whether questions needed to be changed in order to ensure that answers obtained from the participants were relevant to the investigative aims of the study.

One interview was completed with the GM and one with a non-disabled employee. The disabled employee interview schedule could not be tested as there were no disabled employees.

The management interview schedule was very successful and effective in collecting relevant data that correlated with the study objectives although two questions were added. These related to the participant's employee status and the process involved in attaining that status at their current hotel.

The non-disabled employee interview schedule revealed some challenges. The researcher realised that the questions needed to be simplified in order to elicit valuable responses. In addition, she realised that she would have to change her style of interviewing and to add prompting questions. Ten questions were added and all questions were rephrased and simplified to ensure that participants had a better understanding.

There was a significant difference between the interview style appropriate for management and the style best suited to employees. With employees, the interview required considerable prompting in order to elicit valuable answers.

The interviews took place over two days and lasted between 35 and 40 minutes each.

The pilot study contributed positively to the methodology despite the small testing group. Although the interview schedule for employees with disabilities was not tested, the researcher incorporated the same changes to questions as made to the questionnaire for non-disabled employees.

3.9. Data collection

All data was collected in English. All the participants indicated that they were happy to speak English.

3.9.1. Hotel A

Managers

The researcher contacted the GM via email and arranged a time and place to meet for the interview. The researcher also provided the company profile form (Appendix I) via email to the GM to be filled out in his own time to return at any time during or after the interviews at Hotel A.

The GM had to attend a last-minute meeting but arranged for the FM to meet with the researcher first for an interview. The researcher explained the study concepts to him and gave him an opportunity to read through the consent form (Appendix VI) after which he signed it. The interview then commenced, was recorded and lasted roughly 40 minutes. On completion of the interview, the researcher explained the participant requirements and sampling procedure to the FM. He undertook to provide her with contact details of the remaining participants required for the study via email so that she could arrange meeting times with them.

The GM returned and gave written consent for an interview, which was then conducted and which lasted 45 minutes.

Employees with disabilities

The GM spoke with both the employees with disabilities and obtained their consent to disclose their identities to the researcher. The FM arranged for the researcher to meet with the first employee with a disability after concluding the interview with the GM. This participant was interviewed after the GM. The study was explained to her and her written consent to participate in the study obtained as well as her verbal consent to record the interview. After several minutes of recording, the recording device's battery died. Notes were then made by the researcher on all of the questions answered and the interview lasted about 30 minutes. However, because of the fact that the researcher was not able to listen as intently while having to take notes and because the participant was perceived as quite shy, the researcher asked the participant if she would be willing to expand on the answers to questions via email. She agreed to this and indicated that she thought it would be more effective since she considered herself an introvert and was very shy in the company of others, due to her visual impairment. The answers were returned to the researcher a week later and contained more opinions and detailed information than that obtained during the interview.

Likewise, the second employee with a disability agreed to a meeting time over the phone. On meeting for the interview the researcher explained the study to her, she signed the consent form and verbal consent was obtained to record the interview. The interview lasted 30 minutes.

Non-disabled employees

The two individuals whose names were supplied to the researcher by the FM were contacted by the researcher via telephone to schedule meeting times. They both agreed to take part in the study and the researcher emailed them the information letter to read though. A time convenient to them was arranged to perform the interview.

On meeting with them the study was further explained to them and they were asked if they had any questions. They indicated that they were happy to continue and signed the informed consent form.

Verbal consent was obtained to record the interviews. Each interview lasted between 30 and 40 minutes.

3.9.2. Hotel B

Management

The researcher contacted the hotel to get contact details of the GM. Reception provided the researcher with his email address. The GM was contacted via email to explain the study and a meeting time was arranged. Accompanying the email was the company profile form which the researcher asked the GM to complete at a time that would suit him. He was informed that he could return it to the researcher via email or fax when he had the opportunity to do so.

The GM replied via email with possible meeting dates and times. The researcher suggested a date from the GM's suggestions. At this stage the GM replied that in his opinion only Head Office would be able to assist with the study and that he would provide the researcher with contact details to arrange possible meetings with them. The researcher explained the study to the GM again and provided the consent form details for him to read. A confirmation request regarding an interview date and time was sent simultaneously. However, there was no reply of confirmation from the GM. After concluding the interviews at Hotel A, the researcher drove past Hotel B on the unconfirmed date and time. She stopped and asked to speak with the GM. The GM invited the researcher to his office and indicated that they can go ahead with the interview. Written consent was obtained as well as verbal consent to record the interview. The interview followed and lasted about 30 minutes.

Despite the researcher's explaining the sampling processes several times, the GM insisted on getting the interviews over and done with and informed his office about the purpose of the researcher's visit. He then randomly selected three non-disabled employees of his choice to be interviewed. He provided the researcher with no opportunity to do sampling although the sampling process had been explained and requested from him via email as well as verbally on meeting for the interview.

Employees with disabilities

There were no employees with disabilities employed at Hotel B.

Non-disabled employees

They were selected by the manager as explained above. The researcher spent some time explaining the study and its particulars to each of the participants before requesting to conduct the interview. When they indicated that they were willing she asked them to sign the informed consent form and asked for verbal consent to record the interview. The interviews were recorded and lasted between 20 and 30 minutes each.

3.9.3. Hotel C

Management

The GM was contacted via email and he contacted the researcher telephonically to set up a pre-consent meeting attended by members of a management team he thought appropriate (HR and EM). They explained their enthusiasm about the study and discussed in some detail what their concerns were in relation to the employment of persons with disabilities as well as what they hoped to gain from the study.

A date was set to suit all participants and the GM insisted on management contacting participants from the workforce whom they thought could contribute best to the study. All the interviews were scheduled by the HRM for one day and were performed one after the other. The researcher was provided with a proposed schedule which allowed

an hour for each interview. On meeting, written consent and verbal consent for recording was obtained from each participant and the interviews followed. They lasted 45 minutes in the case of the GM and 30 minutes for the HRM and the Assistant GM.

Employees with disabilities

There were no employees with disabilities employed at Hotel C.

Non-disabled employees

As mentioned previously, the non-disabled employees were approached by management and the HRM arranged interview times that would fit in with the participants' work responsibilities. The researcher took some time to explain the study to each participant, obtained written consent and then recorded the interviews. Each interview lasted approximately 30 minutes.

3.10. Data Analysis

The company profile characteristics were tabulated so as to portray the organisational comparisons between the hotels in relation to their workforce, their physical work environment as well as to allow for the expression of their views on various disability and policy issues.

Interviews were recorded and listened to several times by the researcher to enable these to be effectively transcribed. They were then duly transcribed by the researcher. In order to analyse the data the researcher listened to the recordings and read through the transcribes several times. Content analysis was utilised during which emerging themes were identified under each of the five study concepts. The study concepts related to the objectives of the study and were: definitions and perceptions of disability, adherence to equity legislation by the companies, barriers and facilitators to employment for persons with disabilities and reasonable accommodations.

3.11. Ethical considerations

The study proposal was accepted by, and the study registered with the Committee for Human Research at Stellenbosch University (N11/05/159). Permission was obtained from the GMs of the hotels to perform the study at the hotels. Written consent was obtained from each participant before data collection commenced, after a thorough explanation of the study (Appendix V). Verbal consent was obtained before each voice recording commenced. After completing the written consent, the participants were asked if they would be comfortable with the researcher recording the interviews on her cell phone. Only once they had agreed and given their verbal consent, did the researcher proceed to record the interviews.

Participant confidentiality was emphasised as was the voluntary nature of the study. Participants were informed that they could withdraw at any time or refuse to answer any question. The hotels were referred to alphabetically and the participants numerically in relation to their group and the hotel, for example, DE1C: disabled employee 1 at Hotel C. The information was recorded on a cell phone and stored on a memory stick and on the researcher's laptop.

2.12. Rigour and bias

Triangulation was used to verify the credibility of data. Information was collected from various participant groups as well as from the three hotels in order to present not only one point of view, but multiple realities experienced by a diverse group of participants (Domholt, 2005).

The nature of the study prevents one from generalising from the data. However, the researcher has described the study methodology with sufficient detail to ensure that the study can be repeated by another researcher and also to assist those wishing to use the information by applying the findings to their relevant setting (Domholt, 2005).

The fact that the researcher could not apply purposive sampling to identify participants, but had to accept participants proposed by management had a negative impact on rigour. Based on their opinions and candidate selections, the results might be biased since it is possible that they chose participants with a positive attitude towards hotel practices or even briefed participants beforehand. In addition, participants might have coloured their responses to please management. Management might have wished to protect company reputations and conceal less favourable information by selecting participants themselves.

3.13. Summary

The purpose of the study was to collect information that could provide more insight on the employment of persons with disabilities and how organisations experience this with reference to South Africa's non discriminatory policies. This was achieved through multiple-case studies, using qualitative research methods.

The case studies were performed in three purposively sampled hotels in the V & A Waterfront. Managers, employees without disabilities and employees with disabilities from the three hotels participated in the study. Data was collected through interviews and a company profile form. Content analysis was done to identify emerging themes.

4. RESULTS

4.1. Introduction

This chapter presents the results of the study. It presents information from participants regarding the study themes, i.e. disability, employment barriers and facilitators and the impact legislation has had on these.

4.2. Background information on the hotels

The background information presented below was gathered from the company profile form completed by each hotel.

According to Table 4.1, Hotel A had many more employees than the other two hotels. This can be related to both the number of beds (329) and the five-star rating of Hotel A. A comparison between the number of rooms and the staff complement indicated that Hotel A had 1.6 rooms for each staff member while Hotel C (four stars) had 2.4 and Hotel B (three stars) had 5.4.

Table 4.1: Hotel work categories

Work categories	Hotel A 5 * 329 rooms ± 200 permanent staff	Hotel B 3* 270 rooms ± 50 permanent staff	Hotel C 4* 172 rooms ± 70 permanent staff
Food and Beverage	27		17
Kitchen	33		9
Rooms	37		
Front office	14		19
Groups and Events	8		
Housekeeping	11		3
Security	2		
Guest Relations	7		2

Concierge	16		
Admin and Public Relations	4		5 + 2 + 1
Maintenance	21		8
Reservations	8		3
Finance	16		
Mid management		2	
Junior management		8	
Discretionary Decision Making		25	
Defined Decision Making		13	

The higher star ratings require more specific luxury services like concierge and group and event coordinators. There is little in-depth understanding of the work categories in Hotel B as it provided very limited and summarised information.

Table 4.2 shows that Hotel A is the only one of the three that had disabled employees. With regard to the type of disability, one employee had a lower limb impairment and the other a visual impairment.

Table 4.2: Number of disabled employees

Number of Disabled Employees		
Hotel A	**Hotel B**	**Hotel C**
2	0	0

Table 4.3: Estimate Percentage of Client Base

Market	Hotel A	Hotel B	Hotel C
International	70%	45%	35%
Domestic	30%	55%	65%

The three hotels had different dominating markets as can be seen in Table 4.3. Hotel A had more international guests. Hotel B had almost equal percentages of domestic and international guests, while Hotel C had a larger domestic market. All three hotels had medium to high occupancy rates as indicated in Table 4.4.

Table 4.4: Average occupancy rate of hotels

Occupancy Rate	Hotel A	Hotel B	Hotel C
100%			
70 - 100%		X	X
50 - 70%	X		
30 - 50 %			
10 - 30 %			

Table 4.5 indicates the different services the hotels provided to ensure inclusion and accessibility for persons with specific limitations. While all three provided for basic physical requirements such as ramps and handrails, Hotel A and C provided additional assistance such as visual aids, language interpreters, wheelchairs, lifts or walking aids.

Table 4.5:   Types of accommodations provided by each hotel

Accommodation	Hotel A	Hotel B	Hotel C
Ramps	X	X	X
Parking	X	X	X
Clear Pathways	X	X	X
Audio aids			X
Visual Aids	X		X
Adapted room (& bathroom)	X "Limited"(Hotel A, 2011)	X	X
Large print/Braille (brochures menus, lift buttons, signs)	X		X
Hand rails	X	X	X
Emergency call systems			X
Room Specific Log in		X	
Universal Access staff training		X	
Wheelchair/lifts/ walking aids	X		X
Language interpreters	X		

Table 4.6 illustrates the perceptions of the hotel managers about the costs that would be involved in upgrading the hotels to make them universally accessible.   All three indicated that quite a number of changes were required since all of the buildings were relatively old and had not been designed with the concept of universal access in mind.

Table 4.6: Hotel perception of cost for converting to a universally accessible facility

Cost Perception of converting Facility to Universally Accessible Environment	Hotel A	Hotel B	Hotel C
High Costs			X
Medium Costs	X	X	
Low Costs			

Table 4.7 below illustrates the priority that is given to disability policy and legislation implementation at each hotel.

Table 4.7: Hotel priority rating on disability and policy aspects

Rated Priority (High – H, Medium – M, Low – L)	Hotel A	Hotel B	Hotel C
Increased awareness of special needs and disability among service providers (organisations/employers/employees)	M	M	H
Increased awareness of special needs and disability among the public (guests/local community)	L	L	H
Provision of appropriate infrastructure (accessible buildings, transport and attractions)	M	M	H
Recruiting someone for employment equity reasons compared to someone with the required skills	H	H	H
Awareness of policy promoting non-discriminatory behaviour and fair treatment	H	H	H
Incentives for businesses who comply and make use of equality policies	M	M	H
Training for employees regarding equity and non-discriminatory aspects	M	H	H

Hotel C showed high levels of concern about integration as their constantly high ratings of the various issues indicated. Policy awareness rated high for all and equity reasons seemed to act as a strong motivator for employing persons with disabilities at all the hotels. It would seem that overall, the hotels perceive the awareness of disability to be more important among service providers than among clients or service users.

4.3. Study participants' definition and perception of disability

4.3.1. Management

Hotel A

The managers at Hotel A related disability mostly to visible physical impairments such as having to use a wheelchair or being blind or deaf. However, the General Manager did indicate that it could be more than physical by saying: "...*it's a very vast term..."* (GMa) and that the concept of disability had changed over years. According to him, ten years ago a disabled person was seen as a person in a wheelchair, while today the perception was different and might include a person who had lost a limb or was hard of hearing as well. He did not expand on why he saw it as a vast term.

Furthermore, the perceptions that persons with disabilities have limited employment capabilities led management to believe that few positions could be made available for persons with disabilities in their hotel: "…*the problem is to find disabled people to do what we earmarked…I cannot have anybody that cannot do the …job functions…*" (GMb).

For instance they did not think a person with a disability could be employed in the front of house for several reasons. Firstly, because the nature of the jobs is usually physically demanding (reception, bellboys, waiters). Secondly the hotel`s 5 star status required them to adhere to a specific dress code and image. The Financial Manager (FMa) said they found it easier to accommodate persons with disabilities in back-of-house positions: *"...in the back-of-house rather than the front-of-house...as a 5-star we have a*

certain standard to maintain....certain grooming standards that the employee needs to have in terms of dress code and the way they look and being professional..." (FMa).

"It will be much better to that person…to employ that person in the back-of-house section rather than front-of-house..." (FMa).

Hotel B

Managers at Hotel B perceived disability as an impediment that prevents a person from functioning normally. This inability to 'function normally' as they perceive it is associated with a perception that persons with disabilities will not be able to work in the hospitality industry due to the variety of skills required by the majority of employment positions: "...*it's the fact that you have to be so multi-skilled..."* (GMb).

They did not concern themselves with disability as the hotel group's equity plans do not require them to integrate persons with disabilities into the workforce; "...disability *is not even discussed...disabled people don't even come into the conversations*" (GMb).

Hotel C

Management at Hotel C defers to legislation and definitions in legislative documents to define disability. In addition, they defer to a doctor and would define a person as being disabled if declared disabled on a medical certificate: "...*we do doctors opinion and if you are certificated by a medical practitioner as being disabled*" (GMc). However, it was also said that: "...*disabilities have various natures..."* (GMc). They recognised that disability is not limited to physical impairments but can include other challenges like learning difficulties that can cause an: "...*inability to do something truly because you don't have that skill..."* (GMc). Furthermore the GM explained that disability and the definition of disability are influenced by person's backgrounds and cultures: "...*you must also be careful because it means to certain individuals one thing to be disabled..."* (GMc).

4.3.2. Non-disabled employees

Hotel A

Neither of the non-disabled employee participants at Hotel A had any experience of working with persons with disabilities. They had only very occasional contact with the disabled individuals currently employed at Hotel A. However, the first non-disabled employee that was interviewed (NDE1a) was part of the health and safety department and was thus involved with the physical accommodations related to disabilities from a client service perspective. While NDE1a seemed to relate to disability as a physical condition as evidenced by his referral to wheelchairs, he portrayed a positive attitude towards persons with disabilities: "...*talented in certain ways…it doesn't mean that because they are in a wheelchair that they...cannot do anything*" (NDE1a). This displayed a more positive perception than that of management at Hotel B. He further saw persons with disabilities as an inspiration to others: *"...inspire people that are able to do things that just doesn't want to do anything."*(NDE1a).

Similarly the other non-disabled employee participant (NDE2a) displayed a positive attitude towards colleagues with disabilities, which she related back an experience with a visually impaired colleague. She found the experience positive and the person very likeable. She noted that he was very: *"...focused...on his job responsibilities and did his job well*" (NDE1a). She considered a disabled employee as someone that: "*has an inadequacy...to achieve something...that we call seemingly simple*" (NDE2a). This was thus a definition that moved away from cause and focused more on effect.

Hotel B

Only one of the non-disabled employees (NDE1b) had experience working with a disabled person. According to her, her attitude towards disability was one of inclusion since her mother was hard of hearing: *"...so I'm used to...communicating with deaf people...so I don't really notice*..." (NDE1b). However, she felt that the public at large does not share this perception: *"...most people; you see them almost as different.*.."

(NDE1b). According to her the attitude at Hotel B toward having colleagues with disabilities was *"...quite accepting and we like new people and we like to learn about them.*" (NDE1b). Both other non-disabled employee participants agreed with this opinion.

One of the participants related an incident relating to an employee with a disability where guests complained a lot about a specific employee: "...*a lot of complaints...guests were complaining but it's not because of his work performance.*" (NDE2b).   On investigating the situation it was found that he had a hearing impairment which he had not disclosed and complaints resulted from misunderstandings between him and guests because of that. This situation was positively resolved with the hotel assisting the employee to obtain hearing aids and keeping him in employment. After the hearing aids were fitted, the complaints from guests ceased.

Hotel C

Defining disability was difficult for the majority of non-disabled employees at Hotel C. One related disability to both physical and mental conditions: "...*that's nogal a tough question because you get physical disability and you get mental disability and it's hard to see and recognise when someone is...mentally disabled...*" (NDE3c). Another said: "...I *would say someone who is not able to do something on their own and is dependant either on another body or on a wheelchair or...a device*" (NDE1c).

All of the non-disabled employee participants felt that persons with disabilities: "...*don't want to be pitied*" (NDE1c). People tend to want to help them but: "...*they don't actually need your help...*" (NDE3c). In this regard NDE1c related an experience he had with a colleague with difficulty walking who was employed at the hotel as a waiter. He had to learn what assistance was acceptable and what not: "...*as time went on he understood me and that's just how I was and I understood ...how he was...opening the door for him was one thing but taking the tray out of his hand is a no go – you don't do that*" (NDE1c). He further explained that from his experience with transporting guests who

have been disabled and working with this individual, he realised that: "...*they want to feel a part and because 'I deserve to be here'...they don't want to be excluded*..." (NDE1c).

4.3.3. Disabled employees

Hotel A

Both employees stated that they were content with whom they were and that they did not see themselves as disabled. However, other people could influence this self-image. Both suggested that self confidence had been an important trait to learn. They had to learn to deal with, and confront people who "*...make a joke out of people who are different*" (DE1a). They said that it took courage and hard work to compete with non-disabled persons: "...*challenges comes with the job and it's not always easy so it takes a lot of confidence and courage to prove to the majority that I can and will succeed in the working environment no matter what can be thrown your way*" (DE1a). Both felt that while employers have a responsibility to provide employment opportunities for disabled persons, persons with disabilities have to believe in themselves and strive to educate and better themselves so that they can deal with the challenges of everyday work environments.

The two disabled employees from Hotel A both experienced challenges caused by the negative perceptions of employers and colleagues. They perceived employment in general as a nerve-wracking experience, because they felt that they constantly had to prove themselves. Examples included preconceived ideas by members of the interview panel: "*some of the panel members were a bit worried that I would not be able to handle the pace*..." (DE1a) and doubt from colleagues: "...*they did not give me much faith even though I was only a few days in a new position and I was learning just like any person that starts a new job*" (DE1a).

Disability awareness and informing people in work environments about disability is something that both of the disabled employees suggested is lacking. DE2a related this

to not having worked with persons with disabilities and therefore not knowing how to act around them and treat them equally. They both felt that awareness would help "...*open their eyes and their minds...treat them as equal; as someone*" (DE2a).

4.4. Company perception and adherence to equity legislation

4.4.1. Management

Hotel A

Hotel A had two employees with disabilities at the time of the study. According to Table 4.7, Hotel A's perceptions of increased awareness about disability among the public is considered a very low priority, yet a medium priority for service providers. Hotel A also considers the recruitment of individuals for equity reasons rather than because of their being skilled as a high priority. They also stated that they perceive the purpose and aims of policy promoting non-discriminatory behaviour and fair treatment as a high priority.

According to management, the requirements of policy can be problematic at times. From their experience: *"...the problem comes in when you need to fill a position and you can't find the right candidate from the right race..."* (FMa). Management considers equity policies as a positive influence on their work environment although they relate some negative effects to it: "...*you're eventually going to lose...potential...candidates that are in rank (promotion-based) to move up but they can't anymore because a PDI (previously disadvantaged individual) person has to fill that position in order for the hotel to move forward*" (GMa).

All of managers interviewed at Hotel A claimed that they thought the equity process had been very slow with regard to persons with disabilities and that this could be because *"...there's no, not enough emphasis..."* (GMa) or:*"...perhaps we are just too lazy..."* (LMa).

Management explained that they were scoring relatively highly in terms of equity and that the employment of one more disabled employee would allow them to score 100% on the BEE scorecard. They realised the importance of adhering to equity policy: "...*if you want to move on in the next two, four, five years in South Africa, you have to be compliant*" (GMa). The line manager said it was considered a priority to employ persons with disabilities: "...*there are certain positions where we will now only employ the disabled, because we need to employ them; number one, and because we can employ them and because we want to give them the opportunity as well*" (LMa).

It was stated to be important to maintain the 5-star standard of Hotel A and this provided further incentive to adhere to policy and legislation. Therefore they focused on training and skills development and their equity and skills development departments worked closely together. One response that the LM gave about the benefits related to training was: "...*the whole industry* (hospitality) *is vast, the training is very vast*" (LMa). There has been some training on discrimination but none with disability awareness as the focal point for employees. It was mentioned that *"...this is what happens out there so they* (disabled person) *are more aware of what to expect...*" (FMa).

This implied that as long as disabled persons knew how to handle the issues and attitudes from society or colleagues around discrimination, then it would be manageable within a work environment. Management thought training on disability could be effective but they had not been too concerned with it because they had not encountered many problems with regard to discrimination in this respect and did not want to "*open a can of worms*" (GMa) by interfering where there was no need.

Hotel B

According to Table 4.7, Hotel B had similar priorities as Hotel A, on the perceptions regarding increased awareness about disability among the public for service providers; the first being low and the latter medium. Similarly they also perceived the purpose and

aims of policy promoting non discriminatory behaviour and fair treatment as a high priority and considered training for employees on these same aspects as a high priority.

The GM explained that their equity plan was revised every five years and was influenced mainly by Head Office and key equity members: "...*all I have to do is try and stick to my plan..."* (GMb). The managers at each hotel in the group were strictly required to accomplish what was in the plan and nothing more and the plan referred to gender and race only: "...*in my whole equity thing...it's male, female, African, Indian and white..."* (GMb).

Their report was mainly racially orientated: "...*I'll tell you why...the equity act boils down to one thing – you need to get as many...black Africans, females and males into positions of seniority as quick as possible, and then you will be left alone*" (GMa). Therefore, Hotel B's focus was on black African integration at all levels in the hotel: "*There is no position here for the disabled*" (GMb).

The GM stated that the group was being fined on a regular basis with regard to their workforce not meeting equity requirements in terms of race. The lack of employees with disabilities had never been a concern to the group and it had never resulted in reprimands or fines as a result of governmental monitoring. According to the GM, the most important aspect of equity to everyone was having black Africans integrated into the work environment:

 "*The important aspect is that you need to have black Africans in certain positions and that is the only part of the equity that is important to anybody! ...I spend an enormous amount of time ignoring a white person that is absolutely qualified, that's been in the industry...they will get ignored and we will try and bring in somebody of colour..."* (GMb).

The GM claimed that as a company they had many policies on everything but none concerning persons with disabilities: "...*it means absolutely nothing to my equity plan*" (GMb).

Hotel C

Management of Hotel C indicated a high priority for all the aspects in Table 4.7 from awareness about disability among the public and service providers to training on non-discrimination for employees, the recruitment of individuals based on equity instead of skill and their perception on policy promoting non-discriminatory behaviour and fair treatment.

By implementing policies and good common practice, management felt that they had achieved equity by empowering persons through allowing them to develop professionally and work independently: "...*individuals are empowered to make a decision around their areas of work...people feel empowered and capable without someone looking over their shoulder...they can make the decision ...which is what equity is...*" (GMc).

According to management, they did not make use of equity legislation because they had to; they took it into consideration because: "...*it is good common practice*" (GMc). The GM explained that they tried to implement it in conjunction with skills development and thus develop their staff to progress from the bottom up. According to the managers: *"...people enjoy working here...*" (GMc) and don't want to leave making it difficult to provide an opportunity for another person when the time comes.

Training was an important aspect of the workforce from a management point of view. Staff members were included in developing company policies: "*values of the company were selected by the staff...*" through *"...communication and teamwork...I didn't want a philosophy that...they...need to learn off by hat, they need to live it...a value must be lived...*" (GMc).

Furthermore, management stated that they participated in social development on a monthly basis by taking one day a month and assisting one disadvantaged employee with needs like housing adjustments for example. There was also a monthly health day

where a clinic visited the workplace to attend to anyone who might need assistance or had concerns.

Management explained that they were concerned with the fact that they did not have more persons with disabilities employed and had been motivated to participate in the study to further look into it: "...*we probably feel embarrassed because we don't have anybody disabled but at the same time...it's within reason. It's not because we don't want to; it's the circumstances...I'm not going to create a position just to employ a disabled person so that we could score better on a BEE score card, you know" (GMc)*.

The managers all claimed that based on their perceptions, disability could be many things and that they found that assistance regarding disability in the hospitality industry, was lacking from policies: "...*we need to broaden the act, incorporate, you know, other forms of disability*..." (GMc). They would like documents that were more: "...*user-friendly for the hospitality industry specifically*" (GMc). They would also like more guidance on incorporating persons with disabilities into their existing workforce instead of having to create a new position just to be able to employ a disabled person. The GM stated that he would rather be fined than have to employ someone for the wrong reasons. According to him, taxes were paid for a reason and the government should address these areas to assist. He suggested "...*it should be a separate subject, totally!*" (GMc). At the moment it was part of BEE scoring and had nothing to do with black economic empowerment. His concluding thoughts were; "*We're almost past the black stuff now, we should just get into everybody else now!*" (GMc).

Hotel C employed an upholsterer who was disabled. It provided him with a workshop on the property. However, the rate that was required by the individual and his recruitment agent was higher than what it would have cost to pay an external contractor for the same purpose. From a business point of view, it was not viable for them to continue with the contract. In addition the GM at Hotel C felt that they should benefit according to BEE scoring, if they outsourced work to companies who had disabled employees.

4.4.2. Non-disabled employees

Hotel A

The two non-disabled employee participants from Hotel A, considered employment equity to refer to race, gender and disability: *"...maintaining a type of fairness that is in line with...the employment process and the recruitment process...where you need a certain amount of people of colour, I mean black people in a management position or having an amount of females...in a managing position...and having a person with disability in the same working environment...*" (NDE2a).

Both the employees felt that a potential candidate should be appointed according to merit: "...*pick them by merit*" (NDE1a). Although, NDE2a stated: "*It doesn't always work for me"* (NDE2a). She felt that the policies could be contradictory in purpose: "*It should be based on yes, you are capable, you are looking – this is our criteria used to employ...qualifications, whatever it is; experience, and that's it"* (NDE2a). Furthermore, NDE1a felt that the policy could work but: "...*they* (potential employee) *should be appointed not because of the colour and uh, because you have to do it. They should pick someone who deserves the position*" (NDE1a).

However, both the employees stated that the policies had been successfully implemented in their environment. They said they were aware of positions filled by persons with disabilities as well as persons of colour: *"...for the last few years there has been changes...managers of colour..."* (NDE1a).

Hotel B

According to NDE1b, equity had not affected her personally much because: "...*it's mainly the upper departments where we really ...target...there must be female and men of colour*" (NDE1b). However, she did mention that: "...*we used to be just three white females...*" (NDE1b) but added that one lady of colour had now been included and: "...*it's actually been very nice to have her there*" (NDE1b). NDE1b suggested it

important to have equity implemented in management positions because: "*everyone has their own form of management and way of handling things...and it brings a whole new environment...instead of having one type of manager*" (NDE1b). She elaborated by saying that having persons of different backgrounds and cultures made the workplace interesting and people learnt from each other: "*It broadens your view*" (NDE1b) and assisted one to move away from stereotypical perceptions of people's characteristics and backgrounds: "...*people from different cultural backgrounds working in different positions in the different departments...balance out the...planning of the organisation*" (NDE2b). This was expanded on by a colleague: "...*maybe you know, they don't realize what a closed world they live in until they're exposed to everything*..." (NDE3b). In her perception it was a positive influence through which people had to learn to adapt and learn to work towards a common goal. She elaborated by saying that equity policy had been successful in conjunction with race and sex but: *"...I'm not sure so much about in regard to disabled people"* (NDE3b). In her opinion: "...*if there is something like, rules, you know, that they* (organisations) *have to follow with regard to disabled people...there would be more opportunities for them*" (NDE3b) because it is: "...*not focused on as much as race, sex...*" (NDE3b).

Furthermore, NDE2b suggested that although she considered equity policies to have been successful in providing opportunities for everybody: "...*it shouldn't be based on your colour or race...it should also be based on are you able to do the job. It should be balanced out...not only qualification but...are you able to do the duties that is required*" (NDE2b). This point of view was supported by a colleague: "*I think it's restrictive to say that because it won't be 'up to standards' according to your establishment or whatever...positions...should be left open, to allow anybody and everybody, whether with a disability or without a disability to apply for positions...*" (NDE2a).

The employees generally perceived management as: *"...effective.....*" (NDE3b). According to this employee, they were not too strict nor too lenient and therefore struck a good management balance. Another employee commented: *"...I can say they are fair*

and they see things our way..." (NDE1b). In addition, it was mentioned that: "*...they treat everybody equally...there's no distinguishing between race, colour, female..."* (NDE2b).

Hotel C

The overall perception of employee participants with regard to Hotel C`s implementation of equity policy was that policy was important and that it was implemented, but more so in terms of colour than for persons with disabilities: "*...It's very well implemented here in the company…I've really seen the employment equity act taking place, not on paper, genuinely taking place*" (NDE1c).

"...equity has got this thing where everyone must be black...but what about these (disabled) *people?*" (NDE2c).

They felt equity policies were important to prevent racial discrimination: "*If you don't have employment equity, in operation in a workplace, you're always going to have that racial discrimination...people are motivated knowing that...it's* [colour] *not going to be a hurdle anymore*" (NDE1c).

In addition they felt that equity was created by providing development opportunities: "*...bringing people to the same level...you're uneducated so you have been brought to the same level as a person who is educated...*" (NDE1c).

One employee told the researcher that she had been offered educational opportunities to grow within the company: "*I finished school grade 10 and...the general manager told me he wants me to grow in the establishment...I gained so much in knowledge...in this hotel I've seen staff members that have grown from houseman ...to porter to receptionist...to management...The minute the paper came (qualification document)...justice was done*" (NDE1c). Another felt fairness prevailed: *"...everybody gets a fair chance no matter what..."* (NDE3c).

However, according to another employee, not all managers implemented equity effectively: "*...80% or 70% or maybe even 60% of the time...they are effective*" (NDE2c). She mentioned that managers needed to develop greater insight into the needs of workers.

The non-disabled employee participants also mentioned the monthly wellness clinic and employee assistance programme and saw these as part of equity: "*equity is...improving because...wellness clinic comes to the company...people have...a chance to explain themselves to the doctor...*" (NDE2c). And: "...we paint their house or we put in a new toilet..." (NDe1c).

According to participants, no training on discrimination and disability was provided: "...*I've never done anything on disability..."* (NDE1c).

NDE2c explained that she thought that workshops on disability were important for better understanding: *"...together with management we will know exactly what it is...*" (NDE2c). She felt that it should be implemented at all levels. If she were to resign from her position as shop steward, the person to take her place must also be aware of what equity aspects ere important, she said. The other employees also considered training and awareness of disability awareness as important.

4.4.3. Disabled employees

Hotel A

According to the experiences of the employees, they felt that South Africa: "... *is still learning how to introduce the people with disabilities to the workplace and to make them completely comfortable*" (DE1a). They felt that the process had been delayed and that equity policies would: "...*benefit people in my position...and...implementing that* (equity policies) *will gain more understanding and more knowledge about people with disability...we might learn something from them, they might learn something from us*" DE2a).

With regard to their expectations of equity legislation, both felt that it was something that was currently only 'on paper': "*policies...written in a book...*" (DE1a) and "*...more awareness raising should be done...*" (DE1a) and: "*...following up on these policies and if it's being adhered to*" (DE1a).

4.5. Barriers to Inclusion of persons with disabilities

4.5.1. Management

Hotel A

According to the managers at Hotel A, barriers to employment of persons with disabilities might be related to the person or the disability in that they might not be looking for jobs or might need assistance and thus could not work. Based on their personal experience with staff with disabilities, they felt that low self-esteem and a lack of confidence in the person created a barrier: "*it seems that they are not as free*" (FMa). They thus did not fit in as quickly and comfortably as a non-disabled employee would.

However, the attitudes of colleagues were also experienced as a barrier in employing persons with disabilities in Hotel A. Some of the non-disabled staff members had difficulty in adapting to disabled staff, by for example not being patient enough with their pace of work.

Management felt that the hotel environment would be a barrier since, according to them, there were few jobs available to persons with disabilities. They attributed this to the hotel industry and the type of work done by employees in this industry. According to them, the fact that the work was physically demanding and required moving about and communicating with the guests a lot, might be problematic. Referring to the 5-star status of the hotel and the specific service expectations that might create, one manager said: "*...it's not that the barrier lies within the company, it's more in the services of the company*" (FMa). Therefore, it could become a barrier in two ways: First because of the inability to use such employees in many positions, because of the physical nature of the

work. And second, because the hotel could not employ such employees in front-of-the-house positions as some international guests might have expectations of the type of services they were paying for in terms of image.

Furthermore, management thought that the general environment in the form of toilets, lifts as well as general accessibility issues throughout the hotel might cause barriers.

In addition, all of the managers at Hotel A reported that it was very difficult to find persons with disabilities, who adhered to the specific job requirements when they had employment positions available. In the past, not many persons with disabilities had applied for jobs at Hotel A: "...*we don't find a lot of disabled…applying*." (FMa) and "*...now that I'm just thinking, I've never gotten any applicants that are disabled apply for interns...my question is, are there any disabled people who are actually studying in the tourism/hotel industry?"* (LMa).

They claimed to have made use of recruitment agencies that focus specifically on placing persons with disabilities, but tended for the most part, to recruit internally when positions became available. They preferred to employ persons who could potentially do the job and had the right attributes of personality and skill, to those that; *"...don't know the job but can think*" (FMa). It was also stated that no recruitment agent had a list of disabled persons which also made it difficult for them: *"...these people don't just drop off the tree…you physically have to find them and, put them in a position and make sure that they're competent to do the job*" (GMa).

Management at Hotel A considered discrimination as related to racial, sexual and religious issues. According to them racism on the basis of colour was the biggest problem.

Hotel B

Staff at Hotel B thought that the nature of the industry was the main reason why there were not more persons with disabilities employed in it. According to management, most

jobs at Hotel B required employees to multitask and be multi-skilled. Staff members were involved with serving breakfast in the morning prior to cleaning the rooms.

The second barrier they perceived centred on productivity and work speed. Time was of the essence in their environment. It was one that was busy and fast-paced and the employees had to prove themselves and: *"...show me that they could get around their disability.....if it's going to be a lot of hard work for me – I just don't have the time for it"* (GMb).

Hotel B's GM considered discrimination to be something inherent in everyone, but not a problem in the hotel since it was addressed in the code of conduct: "*It's against our code of conduct, so we just don't even do it*" (GMb). He related discrimination to "*disability, homosexuality, whatever...but, that is not who we are"* (GMb).

In addition they said that they saw a lack of candidates as a barrier since they had never had any applications from persons with disabilities in the past.

Hotel C

Hotel C considered themselves to be a barrier for not being able to provide opportunities for persons with disabilities.

They also found a lack of applicants with disabilities in their normal recruitment practices a barrier. They recruited internally or from trainee or learnership facilities. Through these facilities there had never been any applicants with disabilities. No person with a disability had in the past applied for a position at Hotel C.

One manager thought having more disabled employees might be problematic from the point of view of the expectations of guests, in the sense that they did not want to be: "...*bothered with, you know, waiting longer or uhm, interacting with someone whose maybe not communicating as well, you know, and gets frustrated - it's unfortunate that*" (HRc). Her perception was that guests might be unhappy in terms of not receiving the

type of service they were paying for (4-star). However, the Assistant General Manager thought that guests would be very *"...satisfied and tolerant..."* (AGMc).

Management felt that discrimination might cause a barrier. They perceived discrimination as an unfortunate part of human nature which affected age as well as race, religion and disability in any environment. They felt discriminatory behaviour might be caused by negative past experiences that led to negative mind-sets; *"...almost like a chip on the shoulder..."* (GMc). From their experience, this could produce misunderstandings as a result of different perceptions which then negatively affected the work environment. The GM had experienced being disabled for some time as a result of an accident and felt that there was an *"...inborn negativity"* (GMc) in relation to disability. Similarly to management in Hotel A, they also identified a lack of self confidence on the part of the person with the disability as a possible barrier. According to them, persons with disabilities had to overcome their own perceptions of being disabled. The felt that some people developed an expectation based on their disabled status and accepted and even preferred this to be this way because they wanted sympathy.

4.5.2. Non-disabled employees

Hotel A

Non-disabled participants at Hotel A focused on the barriers that the negative attitudes of able-bodied persons could create. According to NDE2a, negative attitudes might be caused by a lack of understanding: *"...people don't understand why and how somebody is like that..."* (NDE2a). She elaborated by saying that some people could be quite negative toward persons with disabilities because they did not know what to expect.

According to NDE2a, with reference to discrimination she thought: "...*there should be fairness...it shouldn't be restricted to the fact that, it has to be a woman in this position because now you're discriminating...so it's contradictory to whatever the act is*" (NDE2a). Both felt that discrimination had not been a problem in the workplace. Any

grievance was: "...*addressed in a fair but discrete way...and if I'm not sure, I always take it up with HR and get advice*..." (NDE2a).

NDE1a further explained that coming from a previously disadvantaged background, he could relate to being treated unfairly. He said he considered himself to have: "...*a broader perspective on who else needs to be incorporated into the system of improving your workplace*" (NDE1a). Furthermore, he claimed that persons with disabilities should be: *"...given a fair chance and basically prove their selves within their capacity..."* (NDE1a).

NDE1a suggested that one would only be able to identify the barriers a disabled candidate would experience, once they had been appointed to a position: "...*you cannot say beforehand...it's going to be a problem unless you're forced...to deal with them*" (NDE1a). He focused on barriers to physical access in his examples: "...*for instance the staff entrance, we would have to adapt...the gradient is quite steep...*" (NDE1a).

NDE1 identified a lack of applications as a barrier: "...*there hasn't been opportunities or anybody applying within that sense..."* (NDE1a).

Hotel B

Non-disabled employee participants at Hotel B struggled to think of barriers related to employment of the disabled. However they did mention that there might be physical barriers for example telephones for someone who was deaf. All the employees mentioned that they did not think that there had ever been a disabled person applying for a job. NDE1b suggested that persons with disabilities were under the impression that they can't work in the hospitality industry due to the nature of the work positions: "...*they think you need to do all these things (communicate and run up and down) but they don't realise that there are departments where you don't need to be like that.*" (NDE1b). In relation to this, NDE3b explained that the opportunity for employing a disabled person might not arise: *"...if the hotel isn't giving the opportunity or...if the*

person doesn't ...apply...they will never have to deal with the situation so...they never had the chance to employ somebody" (NDE3b).

They all felt that negative attitudes and discrimination need not be a problem: "...*if a person can do their job duties there should be no negative aspects because that person is a human being...if they can do what they need to do then there's no reason to discriminate...*" (NDE3b) and: "...*there's no negative...if you've got the patience...*" (NDE2b).

Hotel C

By contrast, non-disabled employee participants at Hotel C felt that discrimination from fellow colleagues who might be judgmental and uninformed about disability might be the biggest barrier: *"...maybe they've never experienced it..."* (NDE3c).

Another perceived barrier was the physical working environment and the nature of the jobs in the hotel: "...*this is a very...touch and go business...you only have that window – if a guests asks you for a cup of coffee...you need to serve the guest within...5 minutes, max!"* (NDE1c). His opinion was that persons with disabilities might take a little longer to do certain things: "...*it's unfair to say that a disabled person won't be able to do it in that amount of time but then again it would depend on the disability*" (NDE1c). He also felt that the speed required might cause injuries: *"...a hazardous environment for them..."* (NDE1c).

4.5.3. Employees with disabilities

Hotel A

Several barriers in the work environment were mentioned by participants with disabilities. The first barrier mentioned by both was negative attitudes and having to prove themselves capable of doing the job well. Both management and staff members had indicated concern about this in the beginning, making them *"...feel stupid*" (DE2).

Secondly, they experienced a lack of accommodations with regards to their specific disabilities. The one employee who had a visual impairment explained that training could be a nerve-wracking experience in terms of the medium in which it would be provided because she would not know what to expect, what to prepare for and whether it would be accessible for her or not. Furthermore, having to constantly explain her condition when not being able to participate easily in group work became uncomfortable, she said. Low self esteem was also cited as a factor related to this.

Thirdly, discrimination was mentioned. Not only did: "p*eople tend to stare or discuss a person with disabilities...*" (DE1a) but they also did it: "*...as if we cannot hear or understand them*" (DE1a). The employees claimed that it made them: "*...feel disrespected and discriminated against" (DE1a).* They related it to a lack of awareness and understanding: "*many of the times it's just that people are not aware of our challenges or don't understand the disability*" (DE1a).

Both employees with disabilities said they were generally happy with the attitudes of management regarding discrimination: "*I would say I am treated equally...I'm always given the freedom to let management know that I am not able to do something due to my challenge...*" (DE1a). However, the employees mentioned attitudinal barriers in that employers might assume that someone was unable to do a job and could therefore: "*...become a liability to the company"* (DE1a).

Furthermore, advertisements did not always indicate that persons with disabilities were welcome to apply: "*...advertisements aren't welcoming people with disabilities to apply for positions*" (DE2a). Thus persons with disabilities might be unsure about where to go and what to do with regard to getting employment.

Lastly, they mentioned the lack of education that persons with disabilities faced: "*There may be an education deficit.*" (DE1a). In relation to this, DE2a explained that she realised she: "*...had to get more information, more understanding...*" (DE2a), She had

attended school to empower herself with knowledge: *"...in order for me to be where I want to be..."* (DE2a).

4.6. Facilitators to inclusion of persons with disabilities

Most of the participants found this a challenging question and one which was difficult to address.

4.6.1. Management

Hotel A

The line manager suggested that employing persons with disabilities would enhance the reputation of the hotel among guests since they were very concerned with being environmentally friendly: *"... our clients are very big on ... to take an example, of 'how environmentally friendly are you?'... guests are the first ones to ask ... so from that ... I cannot think how they would look at disability as a problem"* (LMa).

According to the GM, one of the facilitators of the work environment at Hotel A was that their staff could adapt easily. He stated that in their work environment: *"... it's us knowing our limitation ... and a person with disability knowing their limitation and then we try and put those next to one another ... and work around it until everyone's happy"* (GMa).

One saw employees with disabilities as a facilitator as it would become the norm and other employees with disabilities would fit in more easily and feel more comfortable. In addition he felt guests with disabilities would enhance inclusion: "...*if a guest happened to have a disability then it will make it easier to have, like, employees that are disabled...to interact or to have them...working in some of the departments, then society will understand and it will become...like a norm*" (FMa). Furthermore, having one more disabled employee in a middle management position would help them to score even higher on the BEE scorecard.

Hotel B

The only facilitator management at Hotel B could identify was the positive impact it would have on BEE scores: *"...obviously the most crass one is its good for my BEE, you know"* (GMb).

Hotel C

The general manager at Hotel C felt employees with disabilities could act as a motivational factor in the workplace in general, which could be very effective and inspirational: *"...a great level of motivation in seeing how people with handicaps can perform..."* (GMc).

A related benefit was that it could raise disability awareness among staff. Working with persons with disabilities and getting involved with them on a personal level could broaden and change their perceptions.

They acknowledged that the improved BEE scoring could be seen as a facilitator, but emphasised that they would not employ a person with a disability just for the sake of an improved BEE score.

A final facilitator identified by them was that employment of a person with a disability could be utilised as a marketing strategy. The world had become focused on equity and rights and as a result they felt that they might benefit by attracting media attention to employees with disabilities. In addition to this, management at Hotel C claimed that their client base was mostly international - a market that was very concerned with 'going green' and human rights. Thus if the hotel could portray itself as non-discriminating by employing employees with disabilities, it might attract more guests.

4.6.2. Non-disabled employees

Hotel A

They too mentioned the improved BEE rating: "...*as far as BEE is concerned...it would look more impressive"* (NDE1a).

In addition they also mentioned the positive impact it might have on the image of the hotel: "*...and you can boast saying you've got disabled persons working...so it would be a good image for the hotel..."* (NDE1a).

Another facilitator mentioned was being able to get to know the individual and breaking down stereotypes: "...*most able-bodied human beings stereotype certain individuals...*" (NDE2a). She suggested that by working with persons with disabilities, one would be able to see another side of the person which would allow one to realise that: *"...they are actually human beings just like everybody else*" (NDE2a).

Other facilitators cited were the focus and determination persons with disabilities brought to the workplace: "*I supposed it gets done very, very, very, properly*" (NDE2a).

Hotel B

All the employees at Hotel B stated that including persons with disabilities in the work environment: "...*broadens your knowledge...*" (NDE2b) of their experiences and how they deal with everyday things. According to one employee: "...*it broadens your perspective...they are like normal people and can do everything we* (non-disabled) *can do...why should they be discriminated against...*" (NDE1b). Also mentioned was that it: "...*becomes easy if you work with people...you automatically treat everybody...in the same manner...you build a relationship*" (NDE2b).

According to NDE2b, another facilitator was that: "...*the hotel industry is such a versatile industry...there's lots of positions that they could possibly work in..."* (NDE2b). She

elaborated by saying that: *"...different departments have different job roles for people with disabilities depending on their disability*" (NDE2b).

Hotel C

One of the facilitators mentioned here was the fact that the staff members in general strived to be friendly, honest and nice: "...*people's personalities...*" (NDE3c). He added that having these types of values at the hotel: *"...sets a standard...that the company is not biased...*" (NDE3c). Therefore, although it was difficult to determine how the guests would respond to having a disabled person serving them: *"...it's not everyone that understands...*" (NDE3c), based on his experience it would be accepted: "*I've seen it a lot...these people* (guests) *most of them travel, so...they see these things happening and know about these things*" (NDE3c).

NDE1c mentioned that having disabled persons in the workforce could: *"...mentally...have a positive attribute towards certain...individuals...maybe not directly towards the work but toward other staff members that produce work*" (NDE1c). Based on his experience: "...*they're jolly people and create a positive environment inside an establishment*" (NDE1c). He elaborated, saying that disabled persons usually: "...*take a special effort to educate themselves more than... an abled-bodied person...*" (NDE1c). He concluded that at the hotel: "...*that's the trend and mind-set...*" (NDE1c) that the line-staff try to uphold: *"...we always push each other, no matter what department...*" (NDE1c). Furthermore, NDE2c stated that based on her experience: *"...disabled people, they have very bright ideas...*" (NDE2c). She also suggested that having disabled employees would contribute to the diversity of the workforce. Thus in her opinion it was: "...*to have those kind of people* (diverse groups)...*it's very good*" as it would allow everyone to: "...*learn from each other...*" (NDE2c).

4.6.3. Employees with disabilities

Hotel A

One of the facilitators mentioned by the employees with disabilities was that employing persons with disabilities helped them and also provided them with opportunities. They considered employees with disabilities to be the same as any other employee and the company would not be losing out; the job would still get done. They agreed with a previous participant that existing employees with disabilities could be a facilitator and saw their role as that of a mentor that could inspire and show other disabled persons that they did not have to feel insecure and that they too could become part of a work environment.

Finally they felt that it could be of benefit to the company in portraying that it did not discriminate.

4.7. Perceptions and extent of reasonable accommodations

Most of the questions based on perceptions of reasonable accommodations were quickly assumed to be guest-orientated and answers focused on accommodations for guests. This is obviously due to the nature of the hotel business.

4.7.1. Management

Hotel A

Managers at Hotel A defined reasonable accommodations as the recognition and addressing of barriers that might exist in the company and which might prevent persons with disabilities from working there. They considered the creation of a physically accessible work environment as an important accommodation. They referred to physical and structural barriers which could be caused by lifts, desks, work space, rest rooms and equipment like computers and telephones.

However, the majority of responses from the managers were based on accommodating guests who were disabled. This indicated a difference in attitude towards guests on the one hand and towards employees on the other. When it came to guests, many accommodations were made. There were rooms on lower levels available which had been adapted so as to be disability-friendly. There was also a mobile ramp which was taken out of storage should any guest in a wheelchair want to enter the front lounge that led out onto the pier overlooking the harbour. Staff members had been informed on how and when to use the ramp.

Although there was a high cost involved in these measures, management confirmed that they would continue looking into these aspects due to the emphasis that was placed on it in the new grading system: "...*with the new grading of South African tourism, there is a hell of a lot more emphasis on, disabled...and we have, we are going to put a hell of a lot more emphasis on, uh it, you know*?" (GMa).

Hotel B

Similarly managers from Hotel B elaborated more on accommodations for guests than employees. The GM explained that with regard to guests, they did have wheelchair-accessible rooms. He also mentioned that they had assistive devices like wheelchairs for hire.

However, the GM perceived reasonable accommodations with regard to employment to mean exactly what it said. He would have to *"...give due study and due time, to see how we can accommodate this person"* (GMb). He also explained that the company's code of practice was strict and because of how "...*highly centralised*..." (GMb) they were and he would never be able to do anything without the consent of Head Office, not to mention employing someone with a disability without their consent.

The GM further explained that they had, in the past, provided an employee with hearing aids to allow him to perform more effectively in his job after finding out that he was hard of hearing. Furthermore, the company had provided financial care for a previously

employed, disabled employee by paying out his pension: *"...it's not as if we don't look after people, they* (persons with disabilities) *are just not on the radar*" (GMb).

Hotel C

According to the GM at this hotel, reasonable accommodations formed part of *"...revising a safe... working environment...that they* (disabled employees) *can have access to, to facilities like toilets, changing rooms and eating..."* (GMc).

The managers mentioned the importance of attitude and making a potential employee feel welcome as part of accommodating him/her. They considered the staff all to be of such a culture that anyone coming into the company would feel at home and part of the team.

4.7.2. Non-disabled employees

Hotel A

NDE1a defined reasonable accommodations as: "...*to make them* (disabled persons) *comfortable and feel at home and also to aid them while doing their job"* NDE1a). According to him Hotel A would provide reasonable accommodations as and when needed. He was quite involved in these processes and ensured the researcher that the hotel strived to assist the current disabled employees.

Hotel B

All the employee participants considered Hotel B to be very accommodating. They commented on how the hotel had provided a previous employee with a hearing impairment with a hearing aid. They further based their opinion on their experience that management was accommodating of the needs of all employees: "...*I want to go into accounts and he* (GM) *has accommodated me in such a way that for the next seven months while I study...I get to go in there.*" And *"...my colleague wanted to do F&B so he made her ways to get into the F&B department...*" (NDE1b).

NDE3b further explained that having persons with disabilities in the workplace would be easy: "...*depending on the disability, obviously the position would...have to suit...to accommodate the disability...if there's a position that we have...where you can sit...there's not only positions that are active...*" (NDE3b). She also explained that such positions would be accompanied with: *"...a very friendly, loving...supportive..."* (NDE3b) group of employees who would be very accommodating towards disabled employees without discrimination. However she also mentioned that: "...*it will obviously personally, depend on that person themselves...individually...*" (NDE3b) how easily they would be accepted.

However, those interviewed indicated and that accommodations might be a challenge due to cost: "...*companies don't want to invest in that technology to help them.*" (NDE1b).

Hotel C

According to the employees, the hotel had been very accommodating in many ways towards guests. They mentioned that they had parking zones and rooms on the ground floor to accommodate anyone with a disability. The physical environmental aspects like ramps were further pointed out.

NDE3c told of a recent experience and how he was accommodated: "*I was sick* (he had a stroke)...*for a couple of months and the support I got was brilliant. And they even...put me on light duty*" (NDe3c). This in his opinion was an example of how the hotel and management accommodated its staff members. Another staff member confirmed that the previous disabled employee had been as involved as the non-disabled staff members were: "...*he did absolutely everything with, the way we did it."* (NDE1c).

4.7.3. Employees with disabilities

Hotel A

There was not much of a response on reasonable accommodations from the two disabled employees other than what they had experienced personally. Both had minor work space adaptations made like a wider desk or a wider computer screen. In addition the hotel also provided them with transport to and from work when necessary.

4.8. Additional themes that were identified

Managers at Hotel C mentioned the possibility of supporting the employment of disabled persons by sourcing work to contractors that were already employing persons with disabilities. They felt that this should reflect positively on their BEE scoring.

4.9. Summary

The majority of participants had a limited perception of disability and related it to someone being in a wheelchair. Both management and employees considered the lack of employees with disabilities a result of the nature of the jobs in the hotel industry, which requires high levels physical activity and interaction with guests. Thus, in their opinion persons with disabilities were mostly suited to be integrated into back-of-house positions. Moreover, a lack of applications from individuals with disabilities was experienced in all of the locations.

There was an overall lack of training and information sessions of disability although many participants felt it would be beneficial to create disability awareness.

The perceptions of management differed from that of employees with reference to disability employment and discrimination and policy adherence. Some felt that targets defeated the objective of equality. Although, an awareness of non-discrimination has been successfully created and employees are very well informed about the type of rights they have in relation to equity policies, most concern and focus has been on race.

Employees recognise the lack of concern and awareness about disabled employment in relation to other aspects of equity.

Unfortunately, the majority of reasonable accommodations were found to be focused on the guests of the hotels with employee accommodations remaining limited. However, there is clear understanding about the aspects related to it. Management have portrayed themselves as helpful in terms of accommodating their staff members in general. Where there have been previous cases of a disabled employee in the hotels, reasonable accommodations were considered and actions were taken.

5. DISCUSSION OF FINDINGS

5.1. Introduction

In this chapter the findings of the study are discussed. Findings from various groups of study participants are compared within each hotel as well as across the different study hotels (A, B, C). In addition the findings from the current study are related to relevant literature findings.

5.2. Employment and disability

Participants from all four participant groups and from all three hotels perceived and defined disability mainly as physical. While some acknowledged the existence of mental disability, on the whole they related disability to having a physical impairment and the inability to do something that is considered the norm. They explained disability primarily according to the medical approach to disability (DPSA, 2004, Legal Frontier, 2010). This perception was exemplified by the management of Hotel C, who considered an employee to be disabled if a medical certificate stated that the person was disabled. Thus the impact of environmental and social factors was not considered in determining disability.

However, there was some move away from the physical definition by a few respondents. The General Manager at Hotel A acknowledged that disability is not a static concept and that it is a vast concept too, but he was unable to articulate the reasons behind his opinions. The General Manager at Hotel C went further and indicated that disability has different faces and causes, even though the Hotel currently focuses on medical impairment. He realised that disability status can be influenced by a lack of skills, personal experiences and cultural backgrounds. Thus while caught in the medical model frame of mind, perhaps because of a lack of guidance since policy and legislation still use impairment-focused definitions (Legal Frontier, 2010) he showed insight that went beyond the medical. The realisation that a lack of skills can make someone disabled and the referral to the role of culture relates strongly to the social

model. A lack of skills might be a result of a lack of access to education and one's culture can impose debilitating stereotypes and attitudinal barriers (Prinsloo, 2001).

The GM confessed that they were uninformed with regard to disability and felt that legislation such as the EEA needed to provide more guidance and broaden their definition of disability. They wished to include employees with disabilities on the basis of merit rather than to earn equity points. The idea of employing a person with a disability in "just any job" simply because policy required the employment of persons with disabilities did not appeal to them. They felt that employing a person with a disability for the sake of policy could result in that individual being employed in an unsuitable position, which would impact negatively on his job satisfaction and in turn, would be detrimental to the person and the hotel. Their focus was on the job satisfaction of employees and they therefore wished to employ every person in a position that was optimal for that person in terms of abilities and aptitude. This attitude is commendable, in that it sees a person with a disability as a human being who can add value to the company and not as an object of pity or exploitation, but the management staff seems to lack the practical know-how to implement this. It would seem that disability is just "too much of an unknown" to them. They would like to employ persons with disabilities, but are uninformed about their capabilities and how they can be incorporated into the work environment. They require guidance on the abilities of individual persons with disabilities, how they can best be integrated into the company and from where employees with disabilities can be sourced. DoL and rehabilitation services seem to be failing in this regard since an impairment focused definition of disability is used and no practical support is provided to employers when it comes to the complex process of including persons with disabilities in the workplace. The CoGP is adequate for addressing such issues however, it is a vague concept to employers and they are very unaware of its content and purpose. Therefore, more could be done to promote the purpose of the document,

The overall finding on the perception of disability as a physical impairment is not unexpected. There is much debate about the definition of disability (McEwan & Butler,

2007, O`Brien, Bayoumi, Strike, Young & Davis, 2008, Legal Frontier, 2010). As was also found in the current study, this lack of a uniform definition leads to confusion and impacts negatively on inclusion (McEwan & Butler, 2007, O`Brien et al, 2008). The problem can in part be relayed back to legislative guidelines, many of which are only concerned with the impairment and based on sympathy and charity, instead of incorporating the biomedical with the social approaches in defining disability. The impairment-focused definitions of disability used in legislation might, because of their narrowness, even detract from the aims and objectives of policies. Although policy informs employers that they have to employ persons with disabilities, it does not inform them about disability. The definitions currently used play no role in facilitating progress from the medical model towards a social one (Legal Frontier, 2010). Without understanding, there can be no change since one cannot change one's opinion or attitude if one lacks a contextual understanding of the issue under contemplation (Legal Frontier, 2010). Although the Technical Assistance guidelines were introduced to simplify the aspects related to the employment of people with disabilities, from the study, it was found that employers were unaware of it. Thus, defeating it's purpose of clear and simple guidelines to employing people with disabilities. What is required is a definition that includes the impact of the impairment, but goes beyond that and includes an understanding of the social and economic disadvantages, the lack of opportunities for inclusion and equalisation and the violation of human rights (McEwan & Butler, 2007).

The ICF, provides such a contextual understanding (WHO, 2001). However, employers are not familiar with this interpretation as it is not suggested by policies and legislation from which they seek guidance and to which they attempt to adhere. Without its promotion, the medical-orientated approaches will remain dominant and as a result disability integration will also remain restricted. These findings point towards a need for revisiting definitions of disability as used in policy and legislation in order to incorporate wider societal aspects as well as the impairment.

Management at Hotel B showed no aptitude for employing persons with disability and presented a lack of concern with the need to do so. It would seem that the only reason they would give it any attention would be to earn BEE points.

They are evidently concerned about the economic implications that might arise from employing persons with disabilities and seem to subscribe to the economic approach to disability (DPSA, 2004). They have a perception that the economic implications would be negative and that too much time and resources would have to be spent in accommodating a disabled person. According to them the hotel industry is busy and their management and hotel service schedules too demanding to integrate a person with a disability. This attitude reveals the assumption that persons with disabilities will necessarily be slower in performing work-related tasks than able-bodied persons. The basis of this assumption was not explored in the study, but it might be attributable to stereotypes and judgmental attitudes born out of ignorance (Abacus Recruitment, 1999, UN Enable, 2007). They would seem to be unwilling to make any short-term time investments in persons with disabilities, no matter what the long-term advantages. The onus would seem to rest on the person with the disability to prove themselves in order for Hotel B to employ them. However, no indication was given of where and how the person should prove himself if no opportunity to do so was provided to him.

This is the picture management at Hotel B portrayed during the interview, but at a practical level, they did assist an employee with a disability by helping him obtain an assistive device and kept him in employment. Thus it is possible that their cognitive interpretation of a theoretical situation is less generous than their actual handling of the real situation.

The literature provides many examples of the advantages of employing persons with disabilities. An attitude such as the one displayed above might well be short-sighted as spending the initial extra time to ensure that persons with a disability are well integrated into the job can bring long-term benefits such as diversity, flexibility and creative thinking (Dube, 2005). The literature attributes positive characteristics such as loyalty,

dedication, focus, efficiency, perseverance and motivation to employees with disabilities. Generally employees with disabilities have high job retention rates and low absenteeism. Usually they have learned to cope with difficulties for most of their life and thus bring excellent problem-solving skills to the job. Employers have found that the benefits of employing disabled persons often outweigh the expense of accommodations or the long-term cost of employing the wrong person (Arksey, 2003).

Non-disabled employees were on the whole very positive about the possibility of working with colleagues with disabilities. Participants from all three hotels felt that they would be capable and competent and that one must look past the disability. These perceptions were often related to a positive experience with a colleague with a disability in the past, showing that exposure to persons with disabilities goes a long way towards breaking down barriers and erasing stereotypes and unwanted pity.

There was also a not-too-subtle attitude of seeing persons with disabilities who are employed as achievers above the norm who can play a motivational role. NDEs who had experience of working with persons with disabilities all mentioned how impressed and inspired they were by the person with the disability. This attitude is indicative of discrimination. Employment is one of the most normal activities for humans between the ages of 20 and 60. Why then see a person with a disability who is employed as an achiever above-the-norm or "brave" or "rising above his/her fate"? Might it be that society still views persons with disabilities as different (Watermeyer, 2006) and does not expect them to be employed?

A related aspect also found in this study is the need to provide assistance to the person with the disability even when it is not necessary (Watermeyer, 2006). Managers and employees expressed a need to take special care with disabled persons and that it would be priority to: "…*go an extra mile…"* (NDE1a).

According to employees with disabilities who were interviewed, they still experienced some prejudice and felt the need to prove themselves. They indicated that a lot of work

still needed to be done to ensure their inclusion on equal terms and without preconceived stereotypes playing a role. While they felt that persons with disabilities have a responsibility to prepare themselves for the job market from an educational and skills as well as a mental point of view, they warn that even then, entering and succeeding is tough and requires self-confidence. However, according to the literature, self-confidence might be the very trait lacking in persons with disabilities because of the way in which they were raised and protected (Martz, 2007, Park et al, 2007).

To ensure their successful employment the disabled person must be an intrinsic part of the workforce. They might need understanding, support and opportunities, but there is no need for charity, misplaced sympathy or for painting them as heroes (Watermeyer, 2006) as is shown by the example from NDE1c where he related his experience working with a colleague with a disability. As a result of employing a person with a disability, the employee receives social justice through employment, the employer procures a productive loyal worker and the strain on the country's social security system is reduced (UN Enable, 2006).

5.3. Adherence to equity targets

Among the three hotels examined in the study, only two employees with disabilities were found. Both were employed at Hotel A, which has an approximate workforce of 200 employees. Thus the percentage of disabled employees in Hotel A is one per cent while it is zero per cent in Hotels B and C. It is therefore clear that the two per cent equity target has not been achieved by any of the three study hotels.

5.4. Company perceptions of and adherence to legislation, policy and guidelines as set out in the EEA, CoGP and the TAG

Employment equity was implemented in all three study hotels. However, the focus was on colour and not on persons with disabilities. At all three study locations it was found that management received encouragement from more senior departments like Head Office and governmental monitoring departments to ensure racial integration. Although

there are some concerns raised from the CEE Report of 2009/10 regarding disability, this finding is supported by the results which found that racially-defined groups were the ones that showed the most improvement with regard to employment equity. This focus on race is possibly one of the reasons why policy was not adhered to with regard to disability in the study settings.

Policy implementation must be monitored and evaluated (Dube, 2005, CEE, 2010). Monitoring was done to an extent in the study settings but it did not focus on all the designated groups of equity policy. Hotel B confirmed that their five-year equity report contained margins inclusive only of colour and gender. The GM mentioned that on several occasions governmental penalties by means of fines and reluctance of BEE points were imposed as a result of the lack of seniority positions filled by Africans. However, there have never been any requests or encouragements via regional departments to include persons with disabilities into the work environment and no penalties were imposed as a result of the failure to do so. Thus a lack of monitoring and enforcement by the Department of Labour with regard to equity policy affecting persons with disabilities has led to non-adherence to this part of the policy and a perception that persons with disabilities are not important.

Another problematic aspect is that scoring is done on the BEE scorecard. The focus of the BEE scorecard is race as the title 'Black Economic Empowerment' clearly states. It is thus not surprising that employers focused on racial integration. Management at Hotel C considered the BEE scorecard irrelevant to disability.

Policies focussing strictly on the inclusion of persons with disability may be effective if one takes into consideration the current success of black integration through equity policy. Regrettably, too many polices can also prove counterproductive. If companies have to focus on too many policies, it can prove to be complex and challenging. Balancing policy requirements will require dedication and commitment on a large scale and can be expensive in terms of time and manpower requirements. The best approach would be the one proposed by Hotel C, where social conscience guides one's actions.

Furthermore, although the CEE Report (2010) also highlighted the successes of racial integration, no such emphasis has been placed on persons with disabilities. It is important that Government takes the targets it sets for all designated groups, equally seriously (Legal Frontier, 2010). Because Government itself has not met the required targets for hiring persons with disabilities, to expect that all other sectors and parties should do so, would not be realistic. Government is concerned about the expense caused by increased grant applications. However, by not employing persons with disabilities, it is not helping to solve the problem (Legal Frontier, 2010).

Hotel A, a five- star hotel, is very concerned about legislative compliance as it affects their star rating. They strive to move forward as a business in South Africa and consider adherence to equity and BEE policies as a building block, important to accomplishing this. They currently have a one per cent representation of disabled persons. They would like to employ more persons with disabilities, but find it challenging to do so since they cannot identify any suitable candidates.

The effectiveness of the EEA can only be determined by whether or not there is an increase of persons with disabilities employed in the open labour market (Wordsworth, 2004). Because this was not realised in the study settings, one can therefore postulate that the EEA was not effective with regard to persons with disabilities.

5.5. Barriers to employment

Several barriers emerged from the study findings including discriminatory attitudes and stereotyping, a lack of applications from the disabled community, the physical nature of jobs and the inaccessibility of the physical environment, as well as educational and skills development challenges.

The literature, specifically Dube (2005) and Martz (2007) have questioned whether discrimination is still present in work environments and whether stereotypes have been eradicated. The current research findings suggest that discrimination persists and that stereotypes remain negative and very much apparent both consciously and

subconsciously. Although people understand what discrimination entails, they are not aware that their approach to disability is itself discriminatory. Whether this is a result of ignorance or naiveté remains uncertain.

Attitudinal barriers were also seen to be rife and even more dangerous because they were not acknowledged. Overall, perceptions of disability in the study hotels were rather negative, stereotypical and degrading. Managers from all three hotels agreed that it would not be possible to employ persons with disabilities in the front-of-house (i.e. positions where they are in direct contact with guests, such as the lobby and front desk). "Put them in the back-of-house" was the general consensus. Back-of-house positions include accounting, marketing and planning, reservations, payment and finances. Front-of-house positions are very much client-service based. They require continuous contact with guests and can include room service, restaurant services, chauffeurs, bell boys, reception and many more. This point of view was defended in various ways including the argument that by their very nature, the majority of the front-of-house positions are physically demanding. Thus the assumption that persons with disabilities will not be able to perform physically demanding tasks, which brings one back to the view that disability is mainly physical in nature and related to an inability to perform physical tasks. However, while physical disability accounts for 30% of disability in South Africa - the second most common form of disability after visual impairment (32%), (Census, 2001), other forms of disabilities such as mental, emotional, intellectual and hearing impairments also occur in substantial numbers and often do not limit a person's ability to perform physically demanding tasks (Census, 2001).

It would seem that the greatest concern is the image of the hotel. This is understandable since the hotel's image is what attracts clients and thus business, and the front-of-house is the mirror that reflects the business and its standards. Thus employees working here must be professional, well groomed and portray a certain image, as was pointed out by a manager at Hotel A. However, what is difficult to understand is how these requirements automatically disqualify any person with a disability from working in the front-of-house. The assumption seems to be that persons

with disabilities are somehow inherently unable to uphold the required standards and image. It is also implied that persons with disabilities cannot be professional and well groomed. This is stereotyping of the worst kind and portrays a serious lack of insight. This attitude contributes to the practice of "hiding away" disabled persons and can only create more stigmatisation and barriers instead of inclusion.

Finally, back-of-house positions were suggested because being assisted by a person with a disability might not conform to the expectations and demands of guests. Thus there is a fear of dissatisfying the expectations of guests, by employing a person with a disability as well as the fear that this might have a negative influence on the business in that guests might not return or recommend the hotel to others. However, according to managers at Hotels A and C, guests emphasise characteristics such as being environmentally friendly and not violating human rights and they expect hotels that they stay in to adhere to these standards.

Participants with disabilities raised the concern that their abilities were doubted, because of their disability even if they were able to perform according to the requirements of the job. This finding further suggested the presence of attitudinal barriers and stereotyping. This suspicion was confirmed by many participants who identified negative attitudes and discrimination as possible barriers. This can be related to a lack of awareness-raising. Management at Hotel A consider non-discrimination and disability awareness workshops as creating a risk of "...*opening a can of worms*..." (GMa). This implies that issues might be raised that would complicate the work environment and are therefore best left ignored. Hotel B considered discrimination to be effectively covered in their company policy booklet. Each employee has one and during orientation several factors are discussed However, disability coverage in the booklet does not extend to dealing with fellow employees who might be disabled. Disability is discussed in terms of how to provide assistance to a guest with a disability and how to treat persons who have HIV/AIDS or TB. With regard to discrimination, training in all three hotels focused on colour issues.

In contrast to the perceptions of managers, NDEs felt that more workshops or information meetings about disability would be beneficial to effective inclusion of more disabled persons in the work environment. Based on their experience, they recognise that discrimination remains a challenge in the work environment due to the fact that people are not used to and don't understand disability. Like anything in life, people fear things when they don't understand them or when they are placed in unfamiliar settings (Abacus Recruitment, 1999, UN Enable, 2007).

Managers were of the opinion that the hotel industry does not attract persons with disabilities, because: *"...disabled people know their limitations..."* (GMa). They seem to think that persons with disabilities sees themselves in the same negative light as they do and would not have the confidence to work in front-of-house positions. This equation of disability with 'incapability' reflects the opinion that persons with disabilities will not be able to function as employees in the industry. The opinion is further underscored by a stereotypical perspective from all the hotels which suggests that it would be difficult to find disabled employees who have the attributes they are looking for. For instance Hotel A requires a potential candidate to be 'trainable' and able to fit into the work environment on par with the position available. Thus, there is the implication that persons with disabilities are unintelligent and generally unable to learn new skills.

The hotel industry provides one of the most diverse working environments with reference to skill requirements. Thus one would assume there to be positions suitable for persons with various forms of disabilities. However, this does not seem to be the case. In fact managers from Hotels A and B as well as NDE from Hotel C, felt that the nature of the hotel industry is the main reason for not employing persons with disabilities. According to them, most positions require multitasking skills and persons with disabilities would not cope with that. Only one participant felt that the hotel industry was versatile enough to provide positions where persons with different disabilities could be employed.

The above assumption seems to be based on a basic definition of a disabled person as someone in a wheelchair and who is therefore incapable of performing waitressing, kitchen and room-cleaning duties. Based on this attitude, the chances are that an able-bodied individual will be chosen in preference to someone who might need a few environmental adjustments.

Another barrier mentioned in all three study hotels related to the physical aspect. This included both the nature of many of the jobs that are physically demanding and require the person to move fast as well as the physical accessibility of the environment.

A barrier identified by the employees with disabilities was a lack of education. The literature indicates that there are major challenges with regard to inclusive education. This has restricted persons with disabilities from attending educational programmes which in turn has led to a lack of skills and might cause a serious barrier with regard to accessing vocational opportunities (Engelbrecht, 2009). Various challenges might be experienced, which can lead to poor access to education, skills training and the ability to apply for jobs. These include being physically unable to access the training or advertisement. Transport may contribute to these restrictions since accessible, affordable public transport has proved challenging (Scheinder, 2006).

While skills development played an important role in the study hotels there was no evidence of opportunities or of actions taken to integrate disabled persons in this regard.

Other barriers that were mentioned include a perception that disabled persons might not be looking for employment opportunities. The idea that disabled persons need or are content to be looked after was voiced as a barrier to employment. The GM of Hotel C called it an: "...*inborn negativity...*" (GMc) which may lead to some persons with disabilities being their own biggest barrier. Based on his own experience, he found that some disabled persons are content to be looked after and remain disabled instead of wishing to improve their abilities. He suggests, as indeed the literature has (Natrass

2006), that people wish to remain disabled in order to qualify for grants and therefore not have to work. In an economically adverse climate with high unemployment and few job opportunities, they might prefer the security of a low income afforded by a disability grant to the uncertainty of the job market. This might influence them to do things to prolong their disability or illness such as not taking medication, in order to remain eligible for a disability grant (Natrass, 2006). This might be so even though being successfully employed would provide higher economic returns.

Both managers and disabled employees from Hotel A reported that personal factors such as a lack confidence and low self-esteem in the person with the disability made employment for them challenging. A commonly mentioned barrier was that there had been no application for jobs by persons with disabilities. All the hotels recruited internally within the group as well as from learning facilities. They had never experienced any disabled persons approaching them for internships, training or employment positions. Some study participants related this to employers not creating the necessary opportunities or the nature of advertisements that did not encourage persons with disabilities to apply for jobs.

5.6. Facilitators to Employment

The main facilitator that emerged from the study was the benefits of BEE scoring. Other facilitators related to including disabled persons in the workforce such as marketing and reputational advantages, the big variation in types of jobs available, having employees with disabilities, the influences legislation has on the values of the work environment and the inspirational and motivational influence persons with disabilities can have on other staff members.

A big facilitator to employment of persons with disabilities is BEE scoring. Having more persons with disabilities as part of the workforce led to a higher percentage scoring and unfortunately this has been found to be the major motivator for employing persons with disabilities and the one common facilitator in all three study hotels. Only management

from Hotel C indicated that they would not employ a person with a disability solely to earn BEE points. They indicated that in their view, social culture was the key to disability integration.

Employees with disabilities were perceived to be a reputational benefit to the hotels. Employing persons with disabilities would portray an image of equity and non-discrimination, which is what the majority of organisations are striving for at present. The reputations of the hotels are obviously a priority and aimed at encouraging the return of guests. All the participants were of the opinion that more persons with disabilities in the work environment would be good for the reputation of the hotel because of the influence this would have on the perception of guests. The requirements of the grading system and the emphasis placed on disability may prove to be a facilitator to disabled employment.

Hotel C perceives employment of persons with disabilities to have a marketing advantage. They feel that articles on employees with disabilities at the hotel would result in a positive reputation which would in turn be beneficial and help to increase their client base. Furthermore, it is possible that such media exposure would support the creation of an awareness of disability in the workplace. However, one needs to be careful of the exploitation of individual persons in this regard.

Both management and NDEs from various hotels felt that the more persons with disabilities were incorporated into the workforce, the greater would be the insight of all staff into disability as a phenomenon. Participants, who had some experience with persons with disabilities in the work environment, were more positive about working with persons with disabilities. Literature agrees that experience can eliminate several barriers (Lorenzo, 2006). Staff members would become more used to working with colleagues with disabilities on a daily basis which should result in greater encouragement and acceptance of disability by both superiors and colleagues, as their perceptions of disability changed and stereotyping and discrimination decreased (Lorenzo, 2006).

This was accompanied by the realisation that disabled persons might have equal if not better capabilities than some non-disabled persons because of how focused they could be on performing a particular task. Based on a limited experience of working with persons with disabilities, many of the NDEs noted that persons with disabilities take pride in their jobs which impresses guests and staff members alike. Although this might facilitate an improved perception, this possibly borders on the philanthropic approach in that managers want to use persons with disabilities as objects of sympathy to motivate others. Especially so since some participants have stated that they realise they have to: "...*appreciate what we have*..." (NDE3b) and "...*cherish what you got..."* (LMa). This portrayal of the achievements of persons with disabilities as courageous and 'against the odds" implies a pitiful approach to persons with disabilities (Macdougall, 2006:390).

5.7. Reasonable accommodations

The findings on reasonable accommodations focussed on the physical and structural aspects of the work environment. Participants indicated that since buildings are old, the cost would be too high to revamp facilities in order to create a universally accessible environment.

The majority of responses on accommodations were focused on accommodating guests with disabilities. Guests and their needs were seen as a higher priority than those of employees. It would seem that guests are more valued than employees. This makes sense on the face of it, since a happy guest might return and might recommend the hotel to friends. If guests with disabilities are not provided with a physically and socially accessible environment, the probability of their return is low. However, it can be argued that a happy employee is similarly worth the investment since a happy employee can ensure many happy guests.

Hotel C considered reasonable accommodations as providing a safe working environment that the individual can access. This includes access to toilets, changing rooms, cafeterias and the hotel environment in general by means of lifts and ramps.

Reasonable accommodations are considered to accompany other factors like social acceptance within the working community. In addition, accommodations must be placed in the context of the specific impairment and the needs of the individual. Having a welcoming workforce allows Hotel C to have a holistic attitude on accommodation. They consider the culture among members of staff to be such that anyone entering the company would feel at home and part of the team. They reason that employees who are content and experience job satisfaction will provide a better quality service since. They consider it important to provide a candidate with a position for which they have the skills and which they would enjoy. Accommodation should not be seen only as adaptations to the physical environment but should include a holistic approach which will make employees feel comfortable and confident and therefore allow them to carry out their duties to the best of their abilities.

Hotel B perceives reasonable accommodations as a means by which the employer analyses whether an individual would need any specific accommodations in a working environment. However, in Hotel B, implementing reasonable accommodations can be problematic as the hotel is part of a highly centralised group. Procedures and protocols are strict and it appears that few compromises are made. Organisations are very profit-orientated (Abacus Recruitment, 2009) so it comes as no surprise that anything over and above the norm would not be considered because of the risk of affecting budgets and profit margins. If any accommodations were to be made, the GM would not be able to do it without consulting with Head Office. Therefore, the entire process is much more complex and difficult to put into place.

Hotel B considered themselves to have been accommodating to employees with disabilities. The GM explained that they have, in the past, provided an employee with hearing aids to allow him to perform more effectively in his job. The company is also supporting a previously employed, person with a disability in the form of a pension. While the first action might not constitute a reasonable accommodation according to the CoGP, it certainly shows concern and a positive attitude in supporting the employee to. The second however, is no less than what a company should be expected to do for any

retired employee. The question that arises is why this person was not accommodated at work. There might be any one reason or a combination of reasons, some legitimate and others not, but these were not explored in this study.

Hotel A feels that they can only know whether they are able to accommodate someone effectively when they know what the specific requirements will be – ie when a disabled candidate is recruited. The GM stated that when faced with a situation which required them to identify barriers affecting any potential disabled candidate, they would look into it and try to eliminate them. Different disabilities may have different barriers. Although ostensibly feasible, this indicates that the integration of disabled persons may not be progressing successfully. Only identifying barriers once the hotel has decided that it wishes to employ a disabled person suggests that this is not an ongoing concern and that ultimately, integration might be delayed. Employers need to subscribe to an ideology of creating a work environment that will be holistically accessible (physically, emotionally and socially).

The costs related to reasonable accommodation was considered to be high by the majority of the participants. However, according to the UN Enable fact sheet (2007), for any business, the benefits that come with hiring persons with disabilities outweighs any costs related to accommodations that may be required. There is a lack of knowledge about what accommodation entails and therefore employers perceive it negatively and as unaffordable (Macdonald-Wilson, 2002, Schmidt & Smith, 2007). In conclusion, universal access remains problematic as found by Dube (2005). Equipment such as mobile ramps like those used in Hotel A is merely a limited solution and remains a far cry from universal access. It also suggests that disability is an afterthought. Disabled persons are still placed in a position to have to feel degraded to have to enquire for the use of the ramp if they wanted to.

5.8. Summary

The majority of findings have proven to have similarities across the three locations. Management have a very business-orientated approach when it comes to business ethics and one based on client returns rather than on equity and social inclusion. A lack of knowledge about disability was revealed and it is clear that disability is seen as primarily physical and related to impairments. In addition stereotyping and attitudinal barriers were identified by the findings. These might have a very negative impact on the employment of persons with disabilities in the study hotels. Overall there has been limited legislative adherence when it comes to the employment of persons with disabilities. Racial integration has been the most successful and is the main equity focus at all the hotels.

6. CONCLUSION & RECOMMENDATIONS

6.1. Conclusion

None of the three study hotels achieved the equity target of two per cent. One per cent of Hotel A's employees were persons with disabilities, while Hotels B and C had no employees with disabilities. However all participants were knowledgeable about equity policy and felt that it was implemented in the study hotels. Unfortunately it was only implemented with regard to colour.

The general impression created by the findings was that disability was considered to be of little importance (except for managers at Hotel C) and that knowledge of disability was mainly limited to its manifestation as a physical inability. This lack of knowledge caused discriminatory and negative attitudes. It seems as if participants had such a limited concept of disability that they struggled to conceive how it could be possible for a person with a disability to be employed in the hotel environment. There was little awareness regarding disability and the potential opportunities the hospitality industry has to offer.

The findings point to attitudes based on the medical model, charity and exclusion. Persons with disabilities are seen as different. Whether this is because they will not be able to adhere to professional standards, perform the required tasks, be quick enough or because they are heroes for doing what abled-bodied persons do routinely i.e. working for money, the difference remains. Very little evidence of inclusive attitudes and a rights-based approach was found.

These findings lead one to conclude, as indeed was suggested by participants, that there is still an immense need to raise awareness. This need permeates all levels of society from government departments, where laws originate, through rehabilitation and especially vocational rehabilitation services to members of every community and family and every person with a disability.

Definitions of disability in policies are not conducive to inclusion, but rather add to stereotyping and the identification of differences. Vocational rehabilitation services as described in Chapter 2 can play a huge role in assisting employers and employees and as has been suggested, every successfully employed person with a disability creates around him or her a small community whose members are aware and who in turn can spread awareness.

Although Hotel A recognises the rights of persons with disabilities in terms of policy requirements and in that they currently have persons with disabilities as part of the workforce, their approach seems hypocritical in nature. They prefer to use persons with disabilities in the back-of-house. Evidently, there is still an attempt to conceal and not deal with disability. Hotel B has no concern for disability and has a generally discriminatory approach towards it. Hotel C has come to recognise the social importance of inclusion and is enthusiastic about integrating persons with disabilities. However, their attitudes are still marginalised by stereotypes focused on inabilities and therefore they suffer from a lack of insight as to how persons with disabilities can be included in the work environment.

In conclusion, there is a general lack of understanding about disability and the limited perceptions of employers on disability seem to prevent persons with disabilities from gaining access to employment in the study hotels.

6.2. Recommendations

Recommendations to the study hotels

Introducing a disability consultant to embark on disability awareness campaigns within the hotels (organisations) will be beneficial and will assist with disability integration. The purposes and goals of this process should be discussed in relation to the hotels needs and capabilities. The following should be considered:

- Set realistic, relevant objectives to be achieved through the campaign;

- Provide workshops or information seminars for current staff members;
- Conduct an environmental analysis to determine barriers to physical access;
- Profile potential employment positions according to job requirements
- Analyse and profile available employment positions to stipulate the required job specifications and related skills required

This recommendation is currently focused on Hotel C where management indicated a need for assistance and a willingness to embark on the process. However, the recommendation might also become a necessity for other hotels and businesses, should the recommendations to the DoL be implemented.

Recommendations to the Department of Labour

Equity policy focuses on three designated groups. Thus, policy implementation should be monitored for all three of these groups. The current lack of monitoring and enforcement with regard to persons with disabilities create the impression that they are not important and can be ignored.

Recommendations to disabled persons' organisations

Create a platform for communication with government departments responsible for social policy and legislation and lobby for policies to be implemented;

- Start a debate on disability definitions and the impact of these on perceptions and the implementation of legislation. Create awareness of the social model and how it is manifested in definitions and policy implementation;
- Act as watchdog and ensure that DoL monitors policy implementation.

Recommendations to Recruitment Agents

More Recruitment agents should become involved with disability recruitment to create an awareness of disability among organisations and to encourage the employment of persons with disabilities. Agents should develop relationships with employers to encourage their understanding of persons with disabilities as employees and the benefits recruitment services offer in terms of job creation and placement and disability.

6.3. Limitations

- With regard to the company profile form, the researcher might have included more guidelines in the questions to ensure a more uniform way of completing it.

- Sampling was not achieved as proposed. Many NDEs from all the hotels had little experience with disabled colleagues. At Hotel A specifically, purposive sampling of an employee who had regular contact with the two employees with disabilities or one of them might have added another perspective.

6.4. Recommendations for further study

In-depth investigation among provincial departments regarding policy monitoring procedures and outcomes in order to determine unsuccessful components for addressing solution is suggested.

A minimum requirements analysis should be conducted, based on legislation and how many companies adhere to it either successfully or unsuccessfully and the reasons for this, in order to establish progressive objectives.

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8. APPENDICES

Appendix I: **Company Profile**

HOTEL:	
POSITION OF PARTICIPANT:	
DATE:	

Mark fields with X where necessary

 Could you please state the different work categories that you have and how many employees you have for each?

Work Categories	Number of employees	Name of line Manager

If you have it on paper through an organogram, could you perhaps provide me with a copy? (If yes, please send a copy thereof along with this form on completion)

 How many disabled people are currently employed at this hotel?

………

……….…………………………………………………………………………………………………

Would you please complete the list below with regard to your employees with disabilities?

Number	Gender	Type of Disability	Age	Position	Contact

Can you estimate the percentage of the market your company serves?

Domestic	%
International	%

What is your average occupancy rate?

100%	70 – 100%	50-70%	30-50%	10 – 30%

Does your organisation serve to meet the needs of guests with functional disabilities?

YES	NO

If yes, what are some of the accommodations you have provided for?

	Ramps		Hand Rails
	Parking		Emergency Call systems
	Clear Pathways		Room Specific Log in
	Audio Aids		Universal Access staff training
	Visual Aids		Wheelchair / lifts/ walking aids
	Adapted Room (and bathroom)		Language Interpreters
	Large print/Braille (Brochures, menus, lift buttons, signs)		Other (Please Specify) ....

What services are most in demand in your business?

	Accessible Accommodation		Wheelchairs/other mobility aids
	Accessible Guided tours		Other
	Assistant		
	Accessible Transport/vehicle		

If you were to convert your facility into a universally accessible facility, what is your perception on the costs that may be involved (adapted rooms, levels, restrooms, walkways, switches etc)?

High Costs	Medium costs	Low Costs

How would you rate the priority given the following?

(1 – Low priority; 2- medium priority; 3 – high priority)

	1 (low)	2 (med)	3 (high)
Increased awareness of special needs and disability among service providers			
Increased awareness of special needs and disability among the public			

Appropriate infrastructure (accessible buildings, transport and attractions)			
Recruiting someone for employment equity reasons compared to someone with the required skills			
Purposes and aims of policy promoting non discriminant behaviour and fair treatment			
Incentives for businesses who comply and make use of equality policies			
Training for employees regarding equity and non discriminatory aspects			

Thank you for taking the time to complete the form. Please note that all the information will be kept **confidential**.

Please email the completed form to: **s_smit123@yahoo.co.uk**

Fax it to: **086 656 5861**

Thank You.

Appendix II: **Interview schedule for CEO, GM, and EM**

HOTEL:	
NUMBER OF PARTICIPANT:	
DATE OF INTERVIEW:	

Vision and overall policy of the company:

- Can you tell me about the vision, mission, aims and objectives of your company?
- What does your code of conduct entail?
- To what extent is the Employment Equity act reflected in your company's policy?
- To what extent does this hotel manage to implement the requirements of the EEA, CoGP and TAG?

Disability Issues:

- How does the company define disability?
- What is your perception of people with disabilities as employees and colleagues?
- Are you concerned with providing opportunities for people with disabilities? why/why not?
- Does this hotel currently see an up or downward trend in the number of disabled employees and what do you think is the causes of this trend?
- What percentage of your current employees is disabled?
- What percentage of these is employed in managerial positions?

Non-discrimination/equity:

- How do you perceive discrimination?
- What training have you previously or are you currently providing to promote non-discriminatory behaviour?
- Do you feel that you as a manager do your job well in making your staff's working environment non-discriminatory? Why?

Recruitment

- During recruitment do you place emphasis on attracting people with disabilities? If yes, in what way?
- What advertisement methods do you use for positions available to people with disabilities?

Placement / employment

- Would you employ a disabled candidate qualified for the job or one that can be trained to do the job in preference to a non-disabled candidate?
- Do you have an equal pay for equal work policy?

Promotion

- To what extent do persons with disabilities experience equal promotion opportunities in this hotel?

Accommodations

- What is your understanding of reasonable accommodations as used in the code of good conduct and technical assistance guidelines?
- How do you feel about providing reasonable accommodations for disabled employees?
- Could you tell me more about the type of reasonable accommodations that will be / have been provided at this hotel for disabled employees?

- What, if any, adaptations have you made within your working environment for employees with disabilities? (Physically in the working environment, training and education of staff, company policies, any other?)
- When was the last adaptation made?
- Do you consider your hotel accommodating for guests who might have a disability and is this a priority for you?

Barriers and facilitators

- In respect to the high unemployment rate in South Africa, what is your opinion on the importance of providing employment opportunities for pwds?
- What do you see as barriers / challenges to employing persons with disabilities at this hotel? (What do you recommend to overcome these?)
- What do you see as facilitators to employing persons with disabilities at this hotel?

Is there anything else on this subject that you wish to share with me?

Thank participant

Appendix III: **Interview schedule for persons with disabilities employed at the hotel**

HOTEL:	
NUMBER OF PARTICIPANT:	
DATE OF INTERVIEW:	

How long have you been employed at this hotel?

How did you get appointed in the position you have now? (Talk about the advertising or how they know about it, the interview and appointment process)

Do you have any specific requirements to allow you to perform to your best ability, what are they and have they been met successfully (give example to participant if required)?

Have you experienced or are you aware of discrimination in your work environment? If so how?

What are some difficulties you experience at work?

Have you any suggestions as to how these difficulties can be addressed?

Do you have any general suggestions that would make it easier for a person with a disability to be employed in this hotel?

What do you think the benefits are for this hotel to employ persons with disabilities?

Would you say that you are treated equally by management and fellow staff? (Ask for explanation)

Do you participate in regular training programmes promoting non-discriminatory behaviour together with your fellow employees?

If yes, how do you experience them? Do you think that the employees benefit from it?

What do you think are some barriers that PWDs face in the work environment in general?

What do you think is the benefit of a company to employ a PWD?

Do you have any further opinions or thoughts you would like to share with me?

Thank participant.

Appendix IV: **Interview schedule for non-disabled employees at each hotel**

HOTEL:	
NUMBER OF PARTICIPANT:	
DATE OF INTERVIEW:	

Have you ever worked with a disabled person?

If yes could you tell me how you experienced that person as a colleague?

What is your perception of people with disabilities as employees and colleagues?

Do you like working with them or not and why not **/ if no experience:** what do you think or feel about working with a disabled person)

Do you think this hotel helps its disabled employees to perform their jobs as well as they could and how? **If no experience:** do you think that a PWD will be able to work effectively in this environment alongside your fellow employees and under the management you currently have?

Would you say that there are enough interventions regarding training and informing employees on issues regarding disability, why or why not? Elaborate.

What is your opinion on employment equity and why do you think it is or is not NB?

Do you think there is discrimination against disabled employees in this hotel (ask for explanation of answer if not forthcoming) **if no experience:** do you think that discrimination would present if there were PWDs employed and why or why not?

How do you feel about management in your working environment? (Effective, fair, well organised, unhappy etc?)

What in your opinion are some barriers that PWDs face in the working environment?

What do you think are some possible reasons for why there aren't more people with disabilities employed?

Do you have any further opinions or thoughts you would like to share with me?

Thank participant.

Appendix V: **Participant information and consent form**

TITLE OF THE RESEARCH PROJECT:

Employment of people with disabilities in the hospitality sector, Cape Town, South Africa: a multiple case study.

REFERENCE NUMBER: N11/05/159

PRINCIPAL INVESTIGATOR: Shannon Smit

ADDRESS: 1 Broodboom str; Jeffreys Bay; 6330

CONTACT NUMBER: 082 772 0927

To whom it may concern

You are being invited to take part in a research project. Please take some time to read the information presented here which will explain the details of this project. Please ask any questions about any part of this project that you do not fully understand. It is very important that you are fully satisfied, that you clearly understand what this research entails and how you could be involved. Also, your participation is **entirely voluntary** and you are free to decline to participate. If you decline , you will not be affected negatively in any way whatsoever . You are also free to withdraw from the study at any point, even if you do agree to take part.

This study has been approved by the Health Research Ethics Committee (HREC) at Stellenbosch University and will be conducted according to accepted and applicable National and International ethical guidelines and principles, including those of the international Declaration of Helsinki October 2008.

What is this research study all about?

The study looks into employment of people with disabilities in the hospitality sector and will be done in three hotels. Policies and legislation have been designed to promote non

discriminatory working environments for people with disabilities. Through the study I want to gain a better understanding about your knowledge of the policies and how you make use of them. It will also serve as an indication to where areas of improvement lie for both you as an organization and policy developers.

The study will be conducted through interviews which will roughly last 40 to 60 minutes. Top management (Chief Executive Officer, General Manager and the Equity Manager) along with three line managers, three disabled employees and three non disabled employees will be interviewed at each hotel. The General Manager will be asked to provide a list with the names of all the line managers and the sections they are in charge of. Also, the number of employees with disabilities and their positions, type of disability, age and gender will be obtained from the manager. From these, the participants will be sampled. The non disabled employees will be chosen through reference from line managers and the disabled employees interviewed. The Hotel manager will be asked to obtain consent from the likely participants to reveal their personal details. The individuals will then be contacted by the researcher to arrange for the interview at a time and venue convenient to them.

Please take note that none of the information collected by the researcher will reveal the identity of your company. There will be **no exposure** of your identity as an organization or an individual. All information will be kept **confidential**.

Why have you been invited to participate?

You have been invited to participate because of the location and type of your business. The V&A waterfront have a reputation of high quality all over the world. Furthermore, the large labor force related to your services will provide insight to the topic under study.

What will your responsibilities be?

Your responsibility will be to answer the questions to the best of your ability. It will require of you to give some of your time. It will give you a chance for you to share your views and feelings on the topic under study.

Will you benefit from taking part in this research?

There will be no financial benefits or other direct benefits to you. However, the findings might add to making your work environment more inclusive of people with disabilities.

Are there risks involved in your taking part in this research?

There are no risk involved in participating in the study.

What will happen in the unlikely event of some form injury occurring as a direct result of your taking part in this research study?

Not applicable.

Will you be paid to take part in this study and are there any costs involved?

No participant will be paid to participate in the study. The participants will have no cost as the researcher will perform the interview at a venue of your choice.

Is there any thing else that you should know or do?

You can contact the researcher Shannon Smit at 082 772 0927 if you have any further queries or encounter any problems.

You can contact the Ethics Committee at 021 808 2055

You will receive a copy of this information and consent form for your own records.

Declaration by participant

By signing below, I …………………………………..…………. agree to take part in a research study entitled: Employment of people with disabilities in the hospitality sector, Cape Town, South Africa: a case study.

I declare that:

I have read the attached information leaflet and it is written in a language in which I am fluent and comfortable.

I have had a chance to ask questions and all my questions have been adequately answered.

I understand that taking part in this study is voluntary and I have not been pressurised to take part.

I may choose to leave the study at any time and will not be penalised or prejudiced in any way.

I may be asked to leave the study before it has finished, if the researcher feels it is in my best interests, or if I do not follow the study plan, as agreed to.

Signed at (place) ....…......……………….. On (date) …………...……….. 2011.

Signature of participant   Signature of witness

Declaration by investigator:

I Shannon Smit declare that:

I explained the information in this document to …………………………………..

I encouraged him/her to ask questions and took adequate time to answer them.

I am satisfied that he/she adequately understands all aspects of the research, as discussed above

I did/did not use an interpreter. (If an interpreter is used then the interpreter must sign the declaration below.

Signed at (*place*) ....….......……………. on (*date*) …………...……….. 2011.

Signature of investigator   Signature of witness

Declaration by interpreter

I *(name)* …………………………………….……… declare that:

I assisted the investigator (*name*) …………………………………. to explain the information in this document to (*name of participant*) …….……………………………. using the language medium of……………..

We encouraged him/her to ask questions and took adequate time to answer them.

I conveyed a factually correct version of what was related to me.

I am satisfied that the participant fully understands the content of this informed consent document and has had all his/her question satisfactorily answered.

Signed at (*place*) ....….......……………. on (*date*) …………...……….. 2011.

Signature of interpreter   Signature of witness