

Disability employment attitudes and practices in South African companies: A survey and case studies

by

Cindy Wiggett-Barnard

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Supervisor: Prof. Leslie Swartz

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Declaration

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Abstract

Persons with disabilities (PWDs) remain under-represented in South African (SA) companies. Negative attitudes and ignorance of employers may contribute towards unemployment of PWDs, as can inadequate accessibility, accommodations and company policies on disability. A lack of SA literature on employers' attitudes and practices on disability motivated the study.

A web-based survey was developed to investigate employer attitudes on the employment of PWDs in SA companies. In total, 348 companies were invited to take part in the survey, and 86 companies completed it (25% response rate). One person per company, mostly from Human Resources (HR), completed the survey. Findings from the survey showed that global attitudes towards PWD employment are positive, but that physical and sensory disabilities received more favourable ratings than psychiatric and intellectual disabilities. Most managers reported satisfaction with the job performances of their PWDs. Accessibility in the survey companies is still lacking. Modifications to the physical environment are the most common accommodation made by the companies. Costs for making accommodations were just a bit more or the same than initially anticipated. Companies valued information on the preparation of the environment for PWDs and the cost of accommodations. Companies which employed more than one percent of PWDs were significantly more likely to report that their Diversity/Equity documents include a disability policy.

A case study approach was used to obtain qualitative information on the experiences and practices with and of PWDs in three companies with some success in employing PWDs. All companies surveyed that had more than two percent PWDs were requested to participate in the case studies, and three companies agreed. Interviews were performed at these companies with HR personnel, supervisors, co-workers and PWDs. Case study findings show that office environments present more suitable and easier job opportunities for PWD employment, and that certain disability types present too great a risk for employment in dangerous environments. The case study companies do seem to accept PWDs in general, specifically in the immediate working teams of PWDs. None of the managers interviewed indicated problems in managing their PWDs and most apply general management principles. Those with direct contact with PWDs confirmed that they were productive and dedicated. Despite this, very few PWDs are currently being recruited into the companies, but targeted recruitment of PWDs has started. The companies have adequate accessibility in the immediate environments of PWDs, but not widespread accessibility. All the companies have company guidelines and experiences in making reasonable accommodations. Very few PWDs have been advanced in the companies and few fill management positions. Although all the companies have disability policies in place, there is sometimes a discrepancy between policy and practice. The most prominent company initiatives for PWD integration are declaration drives, financial aid initiatives and awareness raising on disability.

This study provided evidence that PWDs can be productive, have good co-worker relationships and generally do not make unreasonable accommodation requests. Companies can improve their disability guidelines, accessibility and accommodation processes, but actual contact and sensitisation can increase integration of PWDs.

Opsomming

Persone met gestremdhede (PMGs) is steeds onderverteenwoordig in Suid-Afrikaanse (SA) maatskappye. Negatiewe houdings en onkunde van werkgewers kan bydra tot werkloosheid van PMGs, asook onvoldoende toeganklikheid, akkommodasie en maatskappy-beleid oor gestremdheid. 'n Gebrek aan SA literatuur oor werkgewers se houdings en praktyke teenoor gestremdheid motiveer dié studie.

'n Web-gebaseerde opname is ontwikkel om werkgewer-houdings oor die indiensneming van PMGs in SA maatskappye te ondersoek. 'n Totaal van 348 maatskappye is genooi om deel te neem aan die opname en 86 maatskappye het dit voltooi (25% respons-koers). Een persoon per maatskappy, meestal van Menslike Hulpbronne (MH), het die opname voltooi. Bevindinge van die opname het getoon dat algemene houding teenoor PMGs positief is, maar dat fisieke en sensoriese gestremdhede meer gunstige graderings as psigiatrisie en intellektuele gestremdhede ontvang. Die meeste respondente het tevredenheid getoon met die werkvertonings van PMGs. Toeganklikheid in die maatskappye is steeds onvoldoende. Veranderinge aan die fisiese omgewing is die mees algemene akkommodasie wat deur die maatskappye gedoen is. Koste vir akkommodasies is net 'n bietjie meer of dieselfde as wat aanvanklik verwag is. Maatskappye stel 'n premie of inligting oor die voorbereiding van die omgewing vir PMGs en die koste van akkommodasie. Maatskappye wat meer as een persent van die PMGs indiens het, was beduidend meer geneig om te rapporteer dat hulle diversiteit dokumente 'n gestremdheid beleid insluit.

'n Gevallestudie benadering is gebruik om kwalitatiewe inligting te kry oor die ervaringe en praktyke t.o.v. PMGs in drie maatskappye met relatiewe indiensneming sukses t.o.v. PMGs. Alle opname maatskappye met meer as twee persent PMGs is versoek om deel te neem, en drie maatskappye het ingestem. Onderhoude by hierdie maatskappye is gevoer met menslikehulpbron-personeel, bestuurders, mede-werkers en PMGs. Gevallestudie bevindinge toon dat die kantooromgewing meer geskikte en makliker werkgeleenthede vir PMGs bied, maar dat dat sekere tipes getremdhede 'n te-groot risiko is vir indiensneming in gevaarlike omgewings. Daar blyk 'n groter aanvaarding van PMGs in die algemeen te wees by die maatskappye, spesifiek in die onmiddellike werkspanne van PMGs. Nie een van die bestuurders in die ondersoek het probleme aangedui met die bestuur van PMGs nie en meeste pas algemene bestuursbeginsels toe. Diegene met direkte kontak met PMGs bevestig dat hulle produktief en toegewyd is. Ten spyte hiervan word min PMGs gewerf deur die maatskappye, maar geteikende werwing van PMGs het begin. Die maatskappye het voldoende toeganklikheid in die onmiddellike omgewings van PMGs, maar nie wydverspreide toeganklikheid nie. Al die maatskappye het wel maatskappy-riglyne en ervarings met die voorsiening van redelike akkommodasie. Baie min PMGs word wel bevorder in die maatskappye en min vul bestuurposisies. Alhoewel al die maatskappye 'n gestremdhedsbeleid het, is daar soms 'n verskil tussen beleid en praktyk. Die mees prominente maatskappy inisiatiewe vir PMG integrasie was verklarings-inisiatiewe, finansiële steun en bewusmakings-veldtogte van gestremdheid.

Hierdie studie bewys dat PMGs produktief kan wees, goeie mede-werker verhoudings het en oor die algemeen nie onredelike akkommodasie versoeke rig nie. Maatskappye kan hulle gestremdhedsriglyne,

toeganklikheid en akkommodasie prosesse verbeter, maar werklike kontak en sensitisering kan integrasie van PMGs verhoog.

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It should also be noted that parts of the survey research from this dissertation have been submitted and accepted for publication in the *Disability & Rehabilitation* journal and is included in die reference list (Wiggett-Barnard & Swartz, 2012). There will be some duplication in the methodology and results sections in the dissertation and the article.

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List of abbreviations

ADA	Americans with Disabilities Act
ADAAA	ADA Amendments Act of 2008
African Decade	Secretariat of the African Decade of Persons with Disabilities
ATDP	Attitudes toward Disabled Persons scale
BBBEE	Broad-Based Black Economic Empowerment
BBI	Burton Blatt Institute
BLN	Business Leadership Network
BPAO	Benefits planning, assistance, and outreach program
CES	Consortium for Employment Success
DDA	Disability Discrimination Act
DPO	Disabled Persons organisations
DPSA	Disabled People South Africa
DSR	Disability Social Relationship scale
DSRGD	Disability Social Relations Generalized Disability scale
EAQ	Employment Access Questionnaire
EE	Employment Equity
EE Act	Employment Equity Act
EEQ-B	Employment Expectation Questionnaire (beta version)
EWD	Employee with a disability
EWDs	Employees with Disabilities
HR	Human Resources
ICF	International Classification of Functioning, Disability and Health
ICIDH	International Classification of Impairments, Disability and Handicap
IDP	Interaction with Disabled Persons Scale
INDS	Integrated National Disability Strategy
MAS	Multidimensional Attitudes Scale Towards Persons with Disabilities
NCPPD	National Council for Persons with Physical Disabilities
NGOs	Non-governmental organisations
PIE	People into Employment project

PWD	Person with a disability ¹
PWDs	Persons with disabilities
QASA	QuadPara association of South Africa
SA	South Africa or South African
SA DoL	South African Department of Labour
SADP	Scales of Attitudes toward Disabled Persons
SAHRC	South African Human Rights Commission
Stats SA	Statistics South Africa
TAG	Technical Assistance Guidelines on the Employment of people with disabilities
The Code	The Code of Good Practise on Disability in the workplace
UK	United Kingdom
UN	United Nations
UN DESA	United Nations Department of Economic and Social Affairs
USA	United States of America
WHO	World Health Organisation

¹ There are some sensitivity around using the abbreviation PWD when referring to a person with a disability. It was decided to use the abbreviation in this document solely for ease of presentation and for brevity's sake.

1 Introduction

It is estimated that there are over half a billion persons worldwide that have some or other disability, according to the World Health Organisation's *World Report on Disability* (WHO, 2011). The United Nations Department of Economic and Social Affairs (UN DESA, 2007) says that persons with disabilities (PWDs²) are the biggest minority worldwide, representing 10% of the world's population. Statistics South Africa (Stats SA, 2010) also reported that 10% of the SA population have a disability. Despite these significant numbers of PWDs, "the vast majority of people with disabilities have always been poor, powerless, and degraded" (Charlton, 2006, p. 217).

PWDs largely remain marginalised and unemployed worldwide (UN DESA, 2007). The problem of unemployment for PWDs has been identified as a key area in which PWDs face discrimination (Gillies, Knight & Baglioni, 1998; UN DESA, 2007). The South African government, through the Employment Equity Act 55 of 1998 (EE Act) and the Code of Good Practice, explains that unfair discrimination against PWDs is common in society and that discrimination takes place in the workplace (EE Act, 1998). It is thus well established that PWDs are treated unequally and face discrimination in all spheres of life (as the literature review will show).

This study will explore several aspects of the employment of PWDs in South African (SA) companies because "it does not seem to overstate the case to say that people with disabilities are almost universally on the bottom rung of the socioeconomic ladder" (Schriner, 2001, p. 645). Of those PWDs who are employed, a very minimal percentage is employed within the open labour market, despite improvements in international and South African disability policy and legislation.

1.1 International disability policy and its effect on employment outcomes for PWDs

The international disability policy environment will be explored based on initiatives by the United Nations, as well as country-specific legislation.

1.1.1 United Nations and disability issues

After years of neglect in policy for addressing the needs and rights of PWDs, the United Nations (UN) adopted the Convention on the Rights of Persons with Disabilities in December 2006 (UN DESA, 2007). This Convention aims to redress past wrongs by stating clearly that the basic human rights of active citizenship and opportunity must extend to all PWDs. This includes the right to participation in employment (UN DESA, 2007).

All nations that are signatories to this Convention agree to uphold and promote "the full reali[s]ation of all human rights and fundamental freedoms for all PWDs, without discrimination of any kind" (UN DESA, 2007, pp. 18-19). Once a government has signed intent to join the Convention, they will then ratify

² There are some sensitivity around using the abbreviation PWD when referring to a person with a disability. It was decided to use the abbreviation in this document solely for ease of presentation and for brevity's sake.

their decision and apply it through national legislation. Each country would then create national institutions to implement and monitor the Convention's principles.

An optional Protocol to the Convention on the Rights of Persons with Disabilities was accepted in 2007, which addresses issues that are not covered fully by the Convention (UN DESA, 2007). One can be a signatory of the Convention and not of the Optional Protocol. The Optional Protocol to the Convention of the Rights of PWDs aims to improve the monitoring of treaties (formed by the Convention). This is done by stating clearly what the rights and requirements of each signatory state are (UN DESA, 2007, p. iii).

In addition to the UN Convention, country-specific initiatives and Acts were adopted concerning the rights of PWDs.

1.1.2 Country-specific legislation on disability

Of great importance to the current study, and for brevity's sake, numerous country specific initiatives will be discussed only in regards to the employment rights and rates for PWDs. Burns and Gordon (2010) highlight the need to have, but also the need to study the consequences of, different types of legislation that could impact on PWDs, and also how country-specific acts influence attitudes towards and service delivery to PWDs.

1.1.2.1 United States of America

Despite the fact that the United States of America (USA) only signed the Convention on the Rights of Persons with Disabilities in 2009 (UN News Centre, 2009), the Americans with Disabilities Act (ADA) of 1990 heralded a new era for the rights of PWDs. One of the ADA aims was to address employment discrimination against PWDs in private sector employment (Bruyère, 2000). Blanck (1999) emphasised the need to study the emerging workforce in the USA following the ADA. There has been great debate on whether the ADA has actually increased the employment rate for PWDs. Getting an accurate employment rate picture is difficult (Silverstein, Julnes, & Nolan, 2005). Different researchers use different criteria to measure employment rates (for example using national surveys/census data) and this has yielded divergent results on the efficacy of the ADA in increasing employment rates for PWDs.

Ironically, according to Burkhauser and Stapleton (2004), there has been a decline in the employment rate of PWDs since the ADA came into effect. They concluded from their theoretical review on general trends in data gathering, health statistics and policy in the 1990's, that changes in social policy, rather than unreliable data or increased bad health, are to blame for the decline. They suggest that better employment rates can be achieved only through better support and protection of the rights of PWDs. In addition, a reduction of accommodation costs to employers (mainly through state subsidy), increased policing on enforcing compliance to policy and carefully defining the rights of each role player in the employment cycle is necessary. Burkhauser and Stapleton (2004) argue that a more concerted and financially significant effort is required from the state in order to create job opportunities and to provide incentives for PWDs to seek employment, such as continued medical support and benefits, even when taking up employment.

The fear that some PWDs may encounter with the loss of state benefits (and medical care) owing to accepting employment can also account for a decline in employment rate following the ADA, according to O'Brien, Revell, and West (2003). The USA government has, however, attempted to make information readily available on state incentives for employed and unemployed PWDs through Benefits Planning, Assistance, and Outreach program (BPAO) from the year 2000 onwards (O'Brien et al., 2003).

A challenge with the original ADA was also that the definition of disability was very vague, which made it difficult to prove disability (and subsequent discrimination) in a court of law (Klein, 2010). The ADA Amendments Act of 2008 (ADAAA) tried to address the vagueness in defining disability (Klein, 2010). The ADAAA, however, may inadvertently have gone too far by being too inclusive of many conditions perhaps not normally seen as disabling (Klein, 2010). This may, without consideration for the original intent of the ADA, lead to bias against employers and favour persons that misuse these very broad meanings of disability in the ADAAA. If balance is not maintained by the courts in deciding on employment discrimination, the ADAAA may also prove unsatisfactory in advancing the employment opportunities and rights of PWDs. Similar policies on the rights of PWDs in society were also adopted in other countries.

1.1.2.2 *United Kingdom*

The United Kingdom (UK) adopted the Disability Discrimination Act (DDA) in 1995 (Pope & Bamba, 2005). The DDA protects persons “with a physical or mental impairment that has a substantial and long-term adverse effect on his/her ability to carry out normal day-to-day activities” (Pope & Bamba, 2005, p. 1262) from unlawful discrimination in employment practice (in hiring and in employment) and environmental accessibility.

Pope and Bamba (2005) evaluated whether the DDA had led to an increased employment rate for PWDs by analysing ten consecutive General Household surveys from 1990 to 2002. They found a decrease in employment for PWDs since the implementation of the DDA in 1995. This is particularly worrisome, since there is an indication that the “disparity between employment rates of people with and without disability has increased” (Pope & Bamba, 2005, p. 1264) since the adoption of the DDA. The Act in itself does not promote increased employment for PWDs (Pope & Bamba, 2005). A revised DDA was subsequently adopted by the UK in 2005 (Pope & Bamba, 2005).

1.1.2.3 *Netherlands*

The Dutch Service for the Disabled Act provision system has the aim of keeping PWDs independent through providing case-specific home based devices and mobility solutions (Wessels, De Witte, Jedeloo, Van den Heuvel, & Van den Heuvel, 2004). Wessels et al. (2004) reviewed the efficacy of this Act in the Netherlands. They concluded that the system should be more demand-orientated, as well as individually assessed and evaluated. They also concur with many other roleplayers in the disability field that “mobility is a precondition for almost every activity in life, if not for the activity itself, then for getting to the place where the activity is to be carried out” (Wessels et al., p. 376). Although the Dutch study does not relate influences of the Act on employment rate specifically, it does indicate the dependence of supporting legislation with practical measures, such as ensuring access.

1.1.2.4 Far East

In the Far East, a South Korean study found some measure of success following the government's implementation (from 1991) of the Act for the Employment promotion and vocational rehabilitation for people with disabilities (Lee & Park, 2008). By 2005, public organisations had achieved a higher than the mandated two percent representation of persons with disabilities in the workforce. Private companies, however, still did not comply with the two-percent mark.

The Chinese government committed to a transitional restructuring of resources from their market economy in order to support PWDs into employment (Shang, 2000). Historically, Chinese social policy concerning disability care supported self- or family reliance. As was internationally the case, however, from the 1980s onwards, the disability rights movement in China became the voice of change, and they encouraged the formation of profit driven (non-state) factories or welfare enterprises to create jobs for PWDs. Shang (2000) identified three main challenges with the Chinese model of employment creation. Firstly, the market-driven welfare enterprises only benefit select PWDs and can only help persons who are able to perform the tasks required in these settings. Secondly, the threat of increased tax of welfare organisations may have a negative affect on the economic success and re-investment of funds generated from these ventures. Lastly, job redundancy and lack of state subsidy still placed great strain on individuals and families with unemployed PWDs.

1.1.2.5 Australia

The Australian Disability Services Act (of 1987) signalled a departure from sheltered employment for PWDs towards the encouragement of integrated employment (Parmenter, 1999). The Act also supports numerous positive outcomes, such as housing, employment and acceptance, for persons with disabilities. A further development in state policy towards disability care came in 1991 in the signing of the Commonwealth/State Disability agreement, whereby a co-ordinated and integrated service delivery to persons with disabilities was envisioned (Parmenter, 1999). Positive increases in the employment rate (from 1997 onwards) have been reported in Australia, mostly due to employment agency support (Parmenter, 1999).

1.1.2.6 Africa

Even with greater legislative support, unemployment of PWDs persists throughout the world. In Africa, the human rights systems are also questionable and have often neglected giving priority to disability rights (Van Reenen & Combrinck, 2011). As such, unemployment of PWDs may be even greater in low- and middle-income countries, as is the case in most African countries, including SA. Here infrastructure is less developed, access to high quality education and training is limited, and a high rate of unemployment of a poorly skilled workforce is common (Kraak, 2008).

1.2 South African public policy on disability and its effect on employment outcomes for PWDs

One strategy that the SA government has adopted to try to improve the lives of PWDs is through its constitutional commitment to disability rights. The new Constitution of the Republic of South Africa, established after the 1994 elections, “marked an important milestone in the struggle of disabled people” (Howell, Chalklen, & Alberts, 2006, p. 46). The recognition of the rights of all citizens, including PWDs, was secured in the new Constitution, which recognised the discrimination faced by PWDs (Howell et al., 2006). The SA Constitution, in fact, refers specifically to disability as “prohibited grounds for discrimination” (Van Reenen & Combrinck, 2011, p. 146). Despite the constitutional commitment to disability, SA does not have one all-encompassing and comprehensive disability legislation (Van Reenen & Combrinck, 2011), but rather several Acts and guidelines on disability in various settings.

Of greatest importance to the current study, the SA government’s and the SA Department of Labour’s (SA DoL) initiatives with regard to employment will be discussed in detail. It is, however, acknowledged that employment can never stand in isolation and that all areas of functioning must be improved and supported by proper legislation and support. The Employment Equity Act (EE Act, 1998), the Integrated National Disability Strategy (1997), the Technical Assistance Guidelines on the Employment of People with Disabilities (SA DoL, 2007), as well as the Code of Good Practice on Disability in the Workplace (SA DoL, 2002) in the workplace presents the government’s orientation on disability and employment in SA. These documents give guidelines on equal and fair treatment for PWDs, as required by the Employment Equity Act.

The Employment Equity Act 55 of 1998 (EE Act, 1998) outlines the SA government’s legislative commitment towards the rights of workers. This act guarantees equal employment opportunity to all citizens, as well as affirmative action to correct inequality digressions from the past. Affirmative action is implemented in order to attain representation of all citizens on all levels and across all job descriptions in SA. The groups that should benefit from affirmative action include PWDs, according to Section 4 of the Act (EE Act, 1998).

The Integrated National Disability Strategy (INDS) White Paper (INDS, 1997) recognises the capabilities of PWDs (McClain, 2002). This policy indicated a change in government from a deficits-based approach to disability to a strengths and co-operational approach. The INDS recognised that barriers beyond the presence of a medical condition are responsible for the difficulties and disabilities facing PWDs. This recognition ties in with the social models on disability (INDS, 1997). The INDS makes recommendations towards, and encourages, a barrier-free society, where the following service areas must be addressed and improved on: healthcare, transport, communications, accurate data and research on disability, education, employment, community development and welfare, social security, sport and recreation.

There are three employment policy objectives formulated in the INDS (1997). Firstly, it aims to narrow the employment gap between persons with and without disabilities. Secondly, it wants to improve employment opportunities through broadening the range of options and employment conditions available to

PWDs. Lastly, full employment integration must be facilitated for all types, origins and degrees of disability a person may have.

Numerous standards are encouraged by the INDS (1997) in order to promote employment and training equity for PWDs. Equitable employment in the state and private sector is encouraged. Policy promotion to encourage women with disabilities to enter employment, as well as in terms of equal employment benefits, status and working conditions for all is necessary. Finally, the promotion of reasonable accommodation to the working environment for employees with disabilities was discussed in the INDS (1997). Other measures were suggested in order to promote employment amongst PWDs (INDS, 1997). The establishment and integration of workers into the flexibility of small, medium and micro-enterprises was encouraged. Optional sheltered employment should be considered in instances where fully integrated employment is not yet plausible (with the aim of preparing the worker for later open labour market employment). Human resources development should take place through vocational training/rehabilitation and skill development.

The Code of Good Practice on Disability in the Workplace (The Code), issued by the SA DoL, provides a guide for employers and employees on business practices that promote equality and create awareness (SA DoL, 2002). The Code starts by legally defining disability, and also aims to inform employers and workers about fair opportunities and treatment of persons with disability in the workplace. The Code also includes 12 employment-related areas that should be kept in mind when planning an employment equity programme for PWDs (SA DoL, 2002). These areas will be discussed in the following chapter.

Additional Technical Assistance Guidelines on the employment of people with disabilities (TAG) explain the labour law with regards to employees with disabilities (EWDs) and offer definitions on disability and reasonable accommodation (SA DoL, 2007). The TAG also provides guidelines on fair recruitment, psychometric testing, placement, benefits and the grounds for termination of employment of PWDs. The guideline document concludes with guidelines for planning employment equity within an organisation concerning PWDs.

In addition to country- and service-specific initiatives, South Africa also hosts and contributes actively to the continent-wide Secretariat of the African Decade of Persons with Disabilities (Secretariat of the African Decade of Persons with Disabilities, 2010; Chalklen, Swartz, & Watermeyer, 2006). The Secretariat of the African Decade of Persons with Disabilities (African Decade) is an organisation that promotes integration and mainstreaming of disability through partnerships between governments, non-governmental organisations and civil society on the African Continent (Secretariat of the African Decade of Persons with Disabilities, 2010).

South Africa was also very active internationally in developing the UN's Convention on the Rights of Persons with Disabilities, and was an early signatory to the Convention on 30 March 2007 (UN Enable, 2011). Also, at the time of writing, SA was one of two southern African countries which had both signed and ratified the Convention and Optional Protocol (on 30 November 2007), the other country being Namibia (UN Enable, 2011). The University of the Western Cape has also recently established the "Centre for Disability

Law and Policy” to study, amongst other things, the implementation of the UN’s Convention on the Rights of Persons with Disabilities in SA (University of Western Cape, 2009).

Despite the Employment Equity Act, the INDS, related guidelines and international involvement, there has not been a significant increase in the employment outcomes for PWDs in SA. On the contrary, Mitra (2008) reported a decline of employment participation of PWDs in SA from 1998 onwards. The Commission for Employment Equity also releases an annual report on the status of employment representation of different previously disadvantaged groups (SA DoL, 2010). The 2010-2011 report again highlighted that most PWDs remain either excluded from, or in lower level positions in, the labour force (SA DoL, 2011). PWDs represent only 1.4% of all top management levels and 1.2% in senior management in SA organisations. PWDs still only account for one percent of persons employed in professionally qualified positions, as well as the skilled labour force (SA DoL, 2011). Less than a percent (.83%) of the total workforce for all employers are PWDs. This represents a minor .1% increase for PWDs in the open labour market in SA since 2006 (SA DoL, 2011). Also, having PWDs simply employed as ‘equity’ employees can further marginalise and disempower, through tokenism and inadequate accommodation of the workplace (Seirlis & Swartz, 2006).

Despite improvements in world-wide policy and governmental legislative changes to include PWDs in mainstream society and policy, there is still widespread unemployment for PWDs. Either the policies themselves or the implementation of these policies have not provided the solution for the widespread integration on PWDs into the workplace. Some say that inadequate and misguided public policy on disability, with little or no input from PWDs, has been one reason, amongst others, for not solving unemployment for PWDs (Schriner, 2001). It is, however, beyond the scope of the current study to investigate the shortfalls of public policy. It is acknowledged that public policy may be responsible for not dramatically decreasing the unemployment rate for PWDs, but also that it is not solely responsible for maintaining it. Literature to be related in the rest of this document shows that solutions and reasons beyond national policy have to be explored and found in order to explain and then improve employment outcomes for PWDs.

1.3 Explanations other than public policy for the poor employment outcomes of PWDs

Important aspects that may also contribute to the unemployment trends of PWDs may be negative attitudes, discrimination and ignorance by those who drive the labour market. As such, managers, human resources (HR) personnel and existing organisational cultures may contribute towards unemployment (Dixon, Kruse, & Van Horn, 2003; Gillies et al., 1998; Seirlis & Swartz, 2006). Other contributing factors may also be inadequate accessibility, accommodations and organisational policies on disability.

PWDs are influenced by the social and technical division of labour in society (Kelly, 2001). The social division of labour dictates which social and political organisations are established and how communities relate and interact with the social system. The technical division of labour is related to productiveness and role assignments in workplace settings (Kelly, 2001). Kelly (2001, pp. 404 – 405 & 409) provides the following argument of why PWDs are marginalised when it comes to employment in society owing to the attitudes of others:

It was argued that impairment became disability at the point when others denied the claims made by the self in the community. It was noted that this traditionally has had implications for exclusion from the technical division of labour and hence from paid work, and it also has had considerable effects in the social division of labour...The dynamics of exclusion, the basis of power, and the positioning of classes and other social divisions in society all stem from the form that the social division of labour takes. In general terms, people with disabilities have found themselves relatively disadvantaged and marginalized in the social division of labour...the person with the impairment, by virtue of limited life chances, may not play a full role in the technical division of labour. This, in turn, leads to marginalisation in the social division of labour.

Several related factors can be responsible for poor employment outcomes for PWDs. A lack of social capital can also explain why PWDs may be 'out of the loop' when it comes to job opportunities (Potts, 2005). Social capital is defined as "the set or networks of social relationships by which most people find employment" (Potts, 2005, p. 21). Cultural stigmatisation of disability in the media, written word and other cultural influences negatively influence the way in which others perceive a PWD (Schriner, 2001). Also, the insistence that the presence of impairment makes it impossible for PWDs to find gainful employment negatively affects disability employment (Schriner, 2001).

Negative attitudes and behaviour towards PWDs, as well physical barriers can explain the under representation of PWDs in many organisations, according to Schur, Kruse, and Blanck (2005). Schur et al. (2005) investigated, through a thorough literature review, how employers create barriers to employment for PWDs. A supervisor or co-worker can have a "profound impact on the employment experiences of people with disabilities" (Schur et al., 2005, p. 10). The structure, values and norms within an organisation can also prove to be a hurdle to integration, as well as the financial costs of accommodations made for employees with disabilities. Gouvier, Sytsma-Jordan, and Mayville (2003) also concluded from their study that stereotyping of PWDs and discrimination against employing a PWD still exist. Draper, Reid, and McMahon (2011) also found persistent workplace discrimination against PWDs purely based on stigma towards disability.

Inadequate company disability policy, or a lack thereof, may also account for the poor employment outcomes of PWDs. Robinson (2000) surveyed 126 organisations in the UK. Just under half of the organisations surveyed did employ at least one person with a disability, with the majority performing full-time clerical work. Most surveyed organisations did indeed have an equal opportunity policy in place, but very little emphasis (if any) was placed on disability equity. Jones, Gallagher, Kelley, and Massari (1991), however, found that only a quarter of their surveyed Fortune 500 companies (N=127) had any policy with regards to persons with psychiatric disabilities. The companies without a policy in this regard tended to believe that barriers to employing persons with psychiatric disabilities were quite substantial. A SA study surveyed 20 organisational representatives from the Cape Province in order to investigate opinion and attitudes with regards to the employment and recruitment of PWDs (Smit, 2001). A lack of clear disability policy was found, and no guidelines on appointing PWDs. Although convenient sampling was used and the

study had poor generalisability (due to such a small sample size), this indicates a worrying trend concerning proper disability policy in companies.

A lack of policy or execution of policy can influence all aspects of the employment experience. One aim of the current study was therefore to explore factors other than public policy that could influence the employment experiences of PWDs in SA. A lack of SA literature specifically on employers' perspectives on these factors associated with employing PWDs further motivated the study.

1.4 South African literature on disability and employment

Some SA research has focused on the employment experiences of PWDs in the open labour market. One SA study focused on ways of implementing supported employment (SE) measures, such as job coaching, for PWDs to enter the open labour market successfully (L. Van Niekerk et al., 2011). This qualitative study presented findings from a focus group on the barriers to and mechanisms necessary for using SE initiatives to facilitate employment. Other SA literature identified that work participation can promote wellness for persons with psychiatric disability (L. Van Niekerk, 2009). Entrepreneurship can also be tailored in SA to help black PWDs achieve economic empowerment (Lorenzo, Van Niekerk & Mdlololo, 2007). Learners with special educational needs can be successfully exposed to and achieve confidence in specific employment exposure through school "career exploration programs (sic)" (M. Van Niekerk, 2007, p. 23).

Very limited studies have, however, focused on the potential and actual employers of PWDs in SA. One study did survey 20 organisational representatives from the Cape Province in order to investigate opinion and attitudes with regards to the employment and recruitment of PWDs (Smit, 2001). A lack of clear policy was found, as well as no guidelines on appointing PWDs. A more recent SA study also focused on employer perceptions, this time in the Free State Province (Kleynhans & Kotzé, 2010). The researchers tested 33 managers and 30 employees without disabilities with the Scale of Attitudes toward Disabled Persons. They found a neutral attitude in both groups, which can be attributed to either apathy towards PWDs, denial of the potential of persons with disabilities or simply response bias (Kleynhans & Kotzé, 2010). This study highlights the potential lack of willingness to employ persons who may appear to be different from oneself (i.e. disabled), which can lead to discrimination against employees with disabilities through apathy. Finally, Maja, Mann, Sing, Steyn, and Naidoo (2011) found co-worker ignorance on, and negative attitudes towards, disability (as reported by either the HR manager or direct supervisor of an EWD) in two private organisations in Durban that had employed EWDs. There were also problems with inaccessibility in these two organisations. Maja et al. (2011), however, also found support that EWDs can be of benefit, especially in increasing the equity scores and public image in these organisations. This small-scale study provided some evidence that attitudes and company practices may facilitate or be a barrier to PWD employment.

Apart from the limited SA research presented, we do not really know why employers have not met the employment equity targets for PWDs in SA. We know relatively little on what works and what does not in integrating PWDs into SA companies. Some SA reports on employment and disability in SA have also not

been published and academically reviewed, and are therefore hard to access for employers and researchers alike. This research represents a systematic and academic exploration of several key issues of disability employment in SA, not only from the perspectives of PWDs, but specifically also from an employer's perspective. Also, the combination of an extensive survey and several case studies seems a unique methodological contribution in the context of SA disability and employment research. It is the lack of SA research on employers' perspectives of disability employment that led to the aims for the current study.

1.5 Aims and anticipated outcomes of the current study

The aims of the current study are to investigate some of the key attitudes, practices, environments and company policies surrounding the employment of PWDs in SA companies. The initial focus will be on the employer's viewpoint and investigate employer opinion and practices (or lack thereof) with regards to EWDs.

Furthermore, a more in-depth enquiry into three companies with proven records of having some success in employing PWDs will be undertaken. The experiences and practices of managers and HR personnel who have dealings with EWDs will follow the initial, general exploration of opinion and practice. Also, a key feature of contemporary disability studies is the necessity to recognise the importance of participation of the PWD in research. The motto "Nothing about us without us" is a motto/slogan adopted by Disabled People South Africa (DPSA, 2008) and reflects the international movement towards full participation and equality for persons with disabilities. Thus, finally, to uphold the principle of "Nothing about us without us", employees with disabilities will be interviewed to obtain a more holistic view of the current research questions.

This study takes place against the backdrop of a general paucity of research on PWDs in the South African context, specifically with regards to employers (potential and actual) of PWDs. Findings will contribute to the knowledge of the social problem of disability marginalisation and inequality, specifically in the workplace. Also, with a holistic focus on measuring, but also understanding attitudes and practices with regards to disability, this study will provide insight for future interventions on disability employment policy and practice innovations. Finally, new and unique knowledge will be generated at the intersection of the fields of disability studies, psychology and industrial psychology.

Westmorland and Williams (2002) end their discussion on employment for PWDs with a very hopeful quote:

Hopefully in the year 2020 no one will be conducting studies or writing about the employment of persons with disabilities because this population will be integrally woven into the fabric of the workplace and will be producing their own examples of success for employers and policy makers to celebrate. (p. 808)

Blanck (2007) also hopes that the new generation, born in an era where international and national disability laws for integration are a given, should and must expect more for PWDs and that the values of equality become firmly engrossed within modern society. Research can possibly bring us one step closer to the idealism reflected in the above paragraph.

1.6 Structure of this thesis

This document comprises six chapters, plus appendices. Chapter 2 will discuss relevant literature that guided and informed the aims and objectives for the current study. The literature review will explore the models and definitions of disability and the attitudes towards PWDs in general. The experiences of living with a disability, as well as literature on employment issues and suggestions for PWDs, will conclude the chapter.

Chapter 3 presents the methodologies for both the quantitative and qualitative studies in this thesis. The chapter discusses the designs, procedures, measuring instruments, data analyses techniques and, finally, the ethical considerations in this study.

The results of the current study are presented in Chapters 4 and 5. Chapter 4 presents the results from the quantitative survey of companies in SA. Chapter 5 relates the results of the three case studies performed at three SA companies with proven records of employing PWDs.

Chapter 6 is the concluding chapter and will discuss the results of the current study. Results will be related and discussed in reference to other relevant literature. The limitations of the study will then also precede the recommendations for future studies.

2 Literature review

With any investigation into work (employment) experience, as is the case in the current study, one has to acknowledge the principles governing, as well as tools developed in, industrial psychology. This field of psychology is based and applied in any work or job setting, and is also called organisational psychology (Levy, 2003). The field of industrial psychology investigates the following: employee and employer attitudes and beliefs; workplace relationship; policy and power structure in organisations; leadership and motivation styles and efficacy; performance standards (of individuals and organisations); organisational culture and job-person fit (Levy, 2003).

When focusing on disability, one must also tap into two other fields of enquiry, called disability studies and rehabilitation psychology. Disability studies is a relatively new and independent field of study. In the introduction to the second edition of *The Disability Studies Reader*, the editor (Davis, 2006) argues that disability studies formed and grew significantly over the past decade. Principles such as integration, respect and acceptance now form the basis for disability research (Davis, 2006). Rehabilitation psychology uses knowledge gained from different fields of psychology (for example on constructs such as attitude formation and stereotyping from Social psychology) and then studies and applies these towards empowerment of PWDs (Dunn, 2011).

In the current study, the mentioned relevant fields of study will be applied to address the research questions at hand. The following review of literature will report research on relevant concepts found in each of these fields of study. Models and definitions of disability will be related in this chapter, as well as research on attitudes towards PWDs. The experience of living with a disability will then precede a discussion on the employment experiences of PWDs. Finally, suggestions on ways to enhance the employment experience for PWDs will conclude the chapter.

2.1 Models and definitions of disability

The following literature section will explain briefly the models that are used for defining disability. A breakdown of the types of disabilities will follow the discussion on definitions.

2.1.1 Models of defining disability

All definitions of disability are dependent on underlying models and beliefs about disability (Shakespeare, Bickenbach, Pfeiffer, & Watson, 2006). There are currently four major models used to define and explain disability and impairment in society, according to Shakespeare et al. (2006).

The first model, called Nagi's model, is the dominant model in several western countries and provided the basis for the ADA in the USA (Shakespeare et al., 2006). Nagi's model describes disability as a congenital abnormality or impairment. Within this model, a disability is a condition that substantially affects a person's important functioning and everyday activities (Bowe, 2000). Corsini (2002, p. 282) also defines disability as "a lasting physical or mental impairment which significantly interferes with functioning in major areas of life". Corsini (2002), however, notes that it is important to recognise that a PWD has certain

abilities. Definitions of this group should no longer “carry negative connotations” (Corsini, 2002, p. 714), because societal and environmental barriers can also create disability.

The second model of disability was developed by the World Health Organisation (WHO) in the 1970s and 1980s and is called the International Classification of Impairments, Disability and Handicap (ICIDH) (Shakespeare et al., 2006). This model distinguishes between impairment (medical), disability (the resultant functional limitation) and handicap (social disability resulting from limitation). Although the ICIDH is useful for social need assessment, it is critiqued for being too individualistic and medically orientated, according to Shakespeare et al. (2006). The South African government describes a definition similar to the ICIDH version in their Technical Assistance Guidelines on the Employment of people with disabilities (SA DoL, 2007):

A disability is a condition caused by an accident, trauma, genetics or a disease which may limit a person’s mobility, hearing, vision, speech, intellectual or emotional functioning. Some people with disabilities have one or more disabilities. A handicap is a physical or attitudinal constraint/barrier that is imposed upon a person, regardless of whether that person has a disability. Some dictionaries define handicap as “to put at a disadvantage” (p. 1).

In contrast to the TAG description, which defines handicap as independent from disability, Hammell (2006) explains that this model presumes that medical impairment caused both disability and social handicap. Disability and social handicap thus becomes a function of the person with the impairment.

The Social Model for Disability was developed in the UK in the 1970s by the Union of the Physically Impaired against Segregation (Shakespeare et al., 2006). The social model highlights the relationship between PWDs and society that excludes them from mainstream social activities. The slogan of “Disabled by society, not by our bodies” was developed within this model (Shakespeare et al., 2006, p. 1104). The most recent version of this model was developed by the Disabled Peoples’ International organisation and defines disability as the “loss or limitation of opportunities to participate in the normal life of the community on an equal level due to physical and social barriers” (Shakespeare et al., 2006, p. 1104). The simplicity of this model is, however, according to Shakespeare (2006), also the subject of its limitation. The model offers great political impetus, but was developed mainly by a group of Caucasian wheelchair users and offers a very limited and restrictive view on disability, almost ignoring the adverse effect that an impairment may have on a person’s life (Shakespeare et al., 2006).

The fourth model of disability is called the International Classification of Functioning, Disability and Health (ICF). This model is a more recent review of the WHO’s definitions on disability (Shakespeare et al., 2006). This model views disability as the entire process within a “biopsychosocial model” (Shakespeare et al., p. 1105). Disability is the outcome of interaction between features of the individual and their physical, social and attitudinal, economic, political and legal world (Hammell, 2006). The environment’s role in creating a disability forms an undeniable part in any disability, according to Schneider (2006). The environment incorporates the experiences of an individual in the world around them, including the physical environment, but also an individual’s social interactions and attitudes towards another (Schneider, 2006). An environment can either assist a person in normal everyday functioning or provide a barrier to functioning.

The environment, therefore, can lead to a functional disability. The UN DESA (2007, p. 2) defines PWDs as those with a “long-term physical, mental, intellectual or sensory impairments that, in the face of various negative attitudes or physical obstacles, may prevent those persons from participating fully in society”. This definition also highlights the international move towards the social models of disability.

The ICF has been critiqued for denying environmental causes of impairment, and only recognising environmental impacts on the individual with a disability (Hammell, 2006). Hammell (2006) is also sceptical regarding whether the ICF model has the capacity to shift the focus of global policy makers away from individuals with disabilities to addressing the environment that either causes or exaggerates disability.

Despite the critique of the ICF, it is generally accepted that the ICF model is the most comprehensive model/definition of disability, and as such, it was adopted by the WHO’s World Report on disability (WHO, 2011). For the purposes of this study, the ICF model will be accepted as the most complete and relevant model to date. It is acknowledged that this model may be very broad while yet incomplete, but it is exactly in its encompassing nature that the complexity and interactions that lead to disability are best explained at this point in time.

Although many and diverse viewpoints and definitions exist when describing disability, there are, however, medical conditions that contribute towards disability. These are used to describe types of disability.

2.1.2 Defining types of disability

Disability is usually divided into four types. The following paragraphs relate each type of disability.

Physical disability can result from a neurological or musculo-skeletal cause (Bowe, 2000). Neurological physical disability includes conditions such as multiple sclerosis, cerebral palsy, spina bifida and epilepsy, as well as acquired spinal cord injuries. Musculo-skeletal physical disabilities include conditions such as muscular dystrophy, dwarfism, arthritis and amputations (Bowe, 2000).

Sensory disability can result from conditions that cause hearing and vision loss. When a person experiences problems in hearing normal speech, or has hearing loss of 70 decibels, they have a hearing impairment (Hodapp, 1998). Persons with deafness fall into either pre-linguistic or post-linguistic deafness (Lindemann, 1981). Blindness refers to vision less than 3/60 vision on the Snellen Chart or a visual field constricted to less than 10 degrees around the central fixation in the better eye, according to the WHO (2012b). “Visual impairment” describes a person with less than 6/18 to 6/60 with available correction in the better eye. “Severe visual impairment” describes sight less than 6/60 to 3/60 with available correction in the better eye (WHO, 2012b). The WHO defines blindness as “the inability to see” (WHO, 2012a). They also describe the following causes of blindness: “cataract, glaucoma, age-related macular degeneration, corneal opacities, diabetic retinopathy, trachoma, and eye conditions in children (e.g. caused by vitamin A deficiency)” (WHO, 2012a).

Intellectual disability can result from two types of impairments (Hodapp, 1998). The first type of intellectual disability has an organic cause. It can occur pre-natally, during birth (e.g. premature birth) or post-natally (for example with meningitis). The second type of intellectual disability has no obvious organic

cause. Persons with this type have normal health, development and appearance, but below normal levels of intelligence (Hodapp, 1998).

Psychiatric disability (which is sometimes termed psychosocial disability) may be the result of mental illness, which is an illness of the mind. Psychiatric disability is a term that describes a broad range of mental and emotional conditions, according to the SA Federation of Mental Health (2011). The term disability is used when mental illness significantly interferes or substantially limits the performance of major life activities, such as learning, thinking, communicating, sleeping, etc. The most common forms of psychiatric disability are anxiety disorders, depressive disorders and schizophrenia (SA Federation of Mental Health, 2011).

In conclusion, when discussing disability in general, it is necessary to recognise that disability represents a variety of medical and social conditions and a heterogeneous group of people and circumstances. Although definitions are sought to explain disability and types of disability, it is important to remember that people differ, even within a given disability type. Attitudes towards PWDs are often influenced by the lack of understanding that PWDs represent a heterogeneous group.

2.2 Attitudes and measurement of attitudes towards PWDs

The following section explores literature on attitudes, as well as measurement instruments on attitudes towards PWDs.

2.2.1 Attitudes towards PWDs in general

Theories on attitude towards PWDs, as well as how contact and other demographic variables can influence attitude, is discussed in this section. Antonak and Livneh (2000) provided the following quote on why knowledge on attitudes towards PWDs is important to investigate:

Knowledge of attitudes of persons without disabilities towards persons with disabilities helps us to understand the nature of the interaction between the two groups. Furthermore, understanding the underlying dimensions of negative attitudes may suggest differential change procedures and promote appropriate assessment of the effects of these interventions". (p. 211)

2.2.1.1 Theories on attitude towards PWDs

The study of attitude in social psychology has been extensive. In the *Sage Handbook of Social Psychology*, Fazio and Olson (2009) explain that a tripartite model of attitude was prominent in the 1960's. With this view, attitude could not be directly observed, but rather manifested in what/how a person believed, felt or acted. This basic model does, however, assume that all three components of attitude (beliefs, feelings, behaviour) must be present and consistent in one direction (i.e. all must be positive or negative), according to Fazio and Olson (2009). The assumption that all three components must be present and congruent led to the critique of this simple tripartite model towards one where the cognitive, affective and behavioural domains can interact and form attitude in various and diverse ways (Fazio & Olson, 2009).

The "bases and structure of attitudes" can influence the strength of attitude, according to Petty, Wegener, and Fabrigar (1997, p. 611). Attitude accessibility, or "object-evaluation association" (p. 611) can

indicate attitude strength due to the assumption that strong attitudes are more easily accessed cognitively and require less time for the person to respond to (Petty et al., 1997). Attitude ambivalence, or “evaluatively inconsistent information” (p. 612), indicates both a negative and positive internal evaluation of an object, which negatively affects attitude strength (Petty et al., 1997). Finally, evaluative-cognitive consistency can also influence attitude strength (Fazio & Olson, 2009). The degree of consistency with which a person evaluates an object can influence their beliefs about that object. What this means is that attitude change, through for example persuasive language, can be more effective when inconsistent evaluations of an object exist within the person. Persons with higher evaluative-cognitive consistency have greater attitude strength for that object. General attitude formation principles must also be considered when investigating attitude towards disability, especially since attitudes also influence socialisation (Daruwalla & Darcy, 2005).

People possess a social identity that, in its most simplistic form, represents what attitudes one may subscribe to a stranger at first glance, according to Goffman (2006). Cognitive categorisation of PWDs is influenced by numerous factors (Colella, DeNisi, & Varma, 1997). A person with a disability may be viewed as being disabled when they are in an environment where they are underrepresented. “Cognitive dissonance” may occur when persons without disabilities are not generally exposed to PWDs (Daruwalla & Darcy, 2005, p. 551). Discomfort and avoidance may arise within the person without a disability when interacting with a PWD (Daruwalla & Darcy, 2005). The degree and content of information on disability can further influence attitude towards PWDs, as well as a person’s education on working with PWDs (Gaier, Linkowski, & Jaques, 1968).

The mere nature of a person’s disability can also influence the category to which they are cognitively assigned (Colella et al., 1997). The more visible and disruptive a disability is deemed to be by the observer, the more negatively such a person may be categorised. Coleman (2006) states that “physical abnormalities...may be the most severely stigmati[s]ed differences because they are physically salient, represent some deficiency or distortion in the bodily form, and in most cases are unalterable” (p.142). Werner, Corrigan, Ditchman, and Sokol (2012) point out, however, that there has been a lack of research and measurement on intellectual disability and stigma. Cognitive categorisation can lead to stereotypical judgements (Colella et al., 1997).

Coleman (2006) explains that stigma alters perception and highlights differences between the observer and the stigmatised individual. Stereotypes and stigma can lead the evaluator to believe that a PWD is suitable for only specific jobs and can lead to lowered performance expectation and higher dissociation with the person (Colella et al., 1997). When one considers and classifies a person as “tainted, discounted”, his/her attributes are stigmatised and discredited from the norm (Goffman, 2006, p. 131).

Fear can also create stigma. Some persons without disabilities can become scared that contact with a PWD can somehow ‘infect’ them with the same ‘disease’ (Coleman, 2006). A fear of the unknown and uncontrollable creates fear and feeds stigmatised thinking (Coleman, 2006). Through her multidisciplinary investigation, Coleman (2006) concludes that stigma forms and manifest on three levels: through fear (emotion); stereotyping (cognition) and social control (behaviour). It is the social control aspect of stigma that most inhibits the lives of PWDs.

Furthermore, stereotyping and stigma is often internalised, and the stigmatised person can soon question their own normalcy and become isolated (Coleman, 2006). PWDs may choose to perform actions in order to attain acceptance or avoid feelings of rejection (Goffman, 2006). These actions include (Goffman, 2006):

- directly altering the “objective basis of his failing” (p.134) through, for example, surgery;
- devoting time and effort to mastering activities normally not associated with the stigmatised group to which he/she belongs, for example taking part in socially acceptable activities such as sports;
- avoiding contact with the judging parties by isolating themselves;
- approaching unfriendly situations with excessive aggression and “bravado” (p.138).

Although negative attitudes, prejudice and stigma towards disability are discussed by many authors, Söder (1990) argues that attitudes toward PWDs may rather be ambivalent (as a result of conflicting values) and not necessarily just negative. This creates hope that sensitisation to and education on disability may influence cognitive evaluation and guide attitude change towards the positive side, as the attitude ambivalence theory (as reported by Petty et al., 1997) may suggest. Bizjak, Knežević, and Cvetrežnik (2011) indeed found that disability information and presentations can create more positive perceptions towards PWDs as potential clients in a sample of tourism students. In the following section, it will be shown that contact with a PWD and other demographic variables can positively influence attitude towards PWDs.

2.2.1.2 Contact and demographic variables that can influence attitude towards disability

There has been positive support for the view that actual contact with PWDs counteracts stigma (and misconception about disability) and creates a positive attitude towards PWD (Barr & Bracchitta, 2008; Keller & Siegrist, 2010; McDougall, DeWit, King, Miller, & Killip, 2004; Stachura & Garven, 2007; Yucker, 1988). Contact with persons with mental disabilities, for example, did positively influence attitude towards PWDs in two USA samples (Gaier et al., 1968; Roper, 1990). Contact with persons with developmental disabilities and persons with behavioural/psychiatric disabilities were associated with less misconception and more optimism from students without disabilities towards these groups (Barr & Bracchitta, 2008). Even when greater contact was not directly correlated with positive attitude, Barr and Bracchitta (2008) found that it was associated with less misconception and more optimism towards persons with developmental and behavioural disabilities.

The amount of actual contact with PWDs can influence attitude (Gaier et al., 1968). Rimmerman, Hozmi, and Duvdevany (2000) found that the total time and length of exposure to a PWD was more significantly related to attitude change, rather than a singular contact session. Also, exposure to PWDs in leadership roles have been associated with a more positive attitude than merely contact with any PWD (Shannon, Schoen, & Tansey, 2009; Yucker, 1988). As shown by Yucker (1988), it is not only contact with PWDs that can influence attitudes.

Prior beliefs and personality characteristics of the person without a disability can also influence attitude during contact (Yucker, 1988). The belief in a just world was negatively associated with positive attitude towards PWDs (Keller & Siegrist, 2010). PWDs may be blamed for their disability when a person

believes that a just world rewards/punishes behaviour on a physical level as well. On the other hand, Keller and Siegrist (2010) also found that people with a positive attitude and liking towards people in general reported a more positive attitude towards PWDs.

Gender can also influence attitude towards PWDs. There is a trend that women have more positive attitudes towards PWDs in comparison to men (Harasymiw, Horne, & Lewis, 1978; Hergenrather & Rhodes, 2007; McDougall, DeWit, King, Miller, & Killip, 2004; Panek & Jungers, 2008; Perry, Ivy, Conner, & Shelar, 2008; Vilchinsky, Werner, & Findler, 2010). Female students also viewed accommodations in education settings more favourably than men (Upton & Harper, 2002). This trend is mostly explained by strong nurturing and empathy associated with the female gender, according to Hergenrather and Rhodes (2007). The gender of the PWD themselves can also influence attitude. Women with disabilities seem to have a double challenge, belonging to the disability and gender disadvantaged groups (according to literature in Vilchinsky et al., 2010).

Age differences could account for different attitudes towards PWDs, although the “direction and/or even existence of an association between attitudes and age is unclear” (Nowicki, 2006, p. 336). Younger respondents reported more accepting attitudes towards persons that exhibited socially deviant behaviour (Harasymiw et al., 1978). An Australian and Canadian study found that younger respondents were more positive than older respondents about persons with intellectual disability (Burge, Ouellette-Kuntz, & Lysaght, 2007; Yazbeck, McVilly, & Parmenter, 2004). A Canadian study also found that older participants (in comparison to younger participants) indicated more social distance required between themselves and a person with intellectual disability (Ouellette-Kuntz, Burge, Brown, & Arsenault, 2010). Others, however, did not find differences with regards to age and attitude towards disability (Nowicki & Sandieson, 2002; Perry et al., 2008).

Level of education has been associated with attitude differences towards PWDs (Yuker, 1988). Persons with a higher level of education were found to be more accepting towards diverse disability types (Harasymiw et al., 1978). Higher education was also positively associated with less social distance towards persons with intellectual disability (Ouellette-Kuntz et al., 2010). Finally, it was also found that students tend to have more liberal views on minorities and thus also seem to have more positive views on PWDs than high school children (Ryan as cited in Fichten, 1988). Burge et al. (2007) also found that when respondents preferred segregated employment for persons with intellectual disabilities, these respondents tended to be male and have limited education.

Cultural background and influences also play a role in the perception of disability by persons without a disability. Devlieger (1999) gives examples of African proverbs (in sub-Saharan countries) that refer to disability. Fear of rebuke by an upper being and self-infliction through bad behaviour can be found in many quoted proverbs. Other proverbs indicate a more positive view that focus on the skills of a PWD. Many proverbs also present a type of resignation that a PWD must reach in terms of their fate and restricted ability, which seems in contrast with modern rehabilitation principles. In the USA, Grames and Leverentz (2010) found that American and Chinese students differed on attitudes towards PWDs. The Chinese students had more favourable attitudes towards PWDs. Ethnic background (North American/European versus

Southern/Eastern European) was also positively associated with contact with persons with a mental disability in a USA sample (Gaier et al., 1986). Students from North American/European origin reported more contact with PWDs. Unique cultural difference and family structure could account for this finding.

Hergenrather and Rhodes (2007) explored the influence that social context may have on attitudes towards PWDs. They tested whether the attitudes of undergraduates towards PWDs were influenced by the contexts of dating, marriage and work. The students had the most positive attitude towards PWDs as co-workers, followed by marriage. The lowest mean score was attitude towards dating a PWD (Hergenrather & Rhodes, 2007). Yunker (1988) also found that social interaction variables (of the interaction itself, but also the setting) can influence attitude (Yunker, 1988).

The type of disability can also influence attitude towards disability. Many authors have found that physical disability (in comparison to intellectual and psychiatric disability) evokes more positive attitude amongst persons without a disability (e.g. Hernandez, Keys, & Balcazar, 2000; Rosenthal, Fong, & Livneh, 2006; Wong, Chan, Da Sliva Cardoso, & Miller, 2004). These findings range from studies on children, worker and student attitudes. Grames and Leverentz (2010) also found a preference for mentoring persons with physical disability, instead of persons with a psychiatric disability in a USA college setting.

Most of the research mentioned in this section used standardised measurement instruments to test attitudes towards PWDs. The following section will explore some of these measurement instruments.

2.2.2 Measurement of attitudes towards PWDs

Numerous instruments for measuring general attitudes towards PWDs have been developed. Ten direct and 14 indirect measures (ways) of testing attitudes towards PWDs were discussed by Antonak and Livneh (2000). Direct measures refer to measurement where respondents are informed beforehand that they are research participants. An indirect measure is the term used when respondents are unaware beforehand of their participation in research. Findler, Vilchinsky, and Werner (2007) also classified attitude measures according to their psychometric properties of either measuring attitude directly or indirectly. They, however, also discussed that attitude measures could also differ in terms of their dimension of measurement, for example obtaining one score (uni-dimensional) or different factorial scores (multi-dimensional). Finally, Findler et al. (2007) also categorised measures on attitude towards disability by looking at either the content or the context of the instruments. Some measures explore general attitude, while others focus on a specific disability type or a certain social context. It is beyond the scope and relevance of the current study to explore each measure of attitude towards disability. Only the most widely used general attitude measures will be briefly related in the following paragraphs.

The Attitudes toward Disabled Persons scale (ATDP) was developed by Yunker, Block and Campbell in 1960 (in Yunker, 1986). "The ATDP scale is, without a doubt, the best known and most widely used of the scales purporting to measure attitudes toward disabled people in general" (Antonak & Livneh, 1988, p. 134). The ATDP is a direct, self report measurement using a rating scale. The first version (ATDP-Form O) consists of 20 items. Two subsequent, equivalent versions were developed in 1962 (called ATDP-Forms A&B), consisting of 30 items each (Antonak & Livneh, 1988). Statement regarding differences and

similarities between the respondent and a PWD are related. Even recently, many studies have used the ATDP (e.g. Litvack, Ritchie, & Shore, 2011; Matziou et al., 2009; Shannon, Schoen, & Tansey, 2009). The ATDP has proven reliability, but some validity concerns remain (Antonak & Livneh, 1988). It has been critiqued for being too unidimensional and not adequate for measuring the multidimensional construct of attitude (from literature reported in Iacono, Tracy, Keating, & Brown, 2009). With the ATDP also being a direct measure of attitude, it can also be influenced by participant effects, such as faking good (Iacono, Tracy, Keating, & Brown, 2009).

Antonak developed the Scales of Attitudes toward Disabled Persons (SADP) in 1982 due to some questionable validity of the ADTP (Antonak, 1982). The SADP has 24 items that have to be answered on a Likert scale by respondents. The SADP is multi-dimensional and has three sub-scales: optimism-human rights, behavioural misconception and pessimism-hopelessness. The SADP was found to have construct and content validity and measures three domains of attitude towards PWD, as well as good reliability (Antonak, 1985; Antonak & Livneh, 1988). As with the ATDP, the SADP is used frequently by researchers (e.g. Chenoweth, Pryor, Jeon, & Hall-Pullin, 2004; Moroz et al., 2010; Tervo, Palmer, & Redinius, 2004).

Although both the ATDP and SADP have been used extensively by researchers, they have been critiqued by others. Both the ATDP and SADP measure “global attitudes...that typically do not involve declaring planned actions or intentions” (Hernandez et al., 2000, p. 5). Furthermore, Colorez and Geist (1987) have critiqued the ATDP and SADP for their factorial designs not yielding discriminant results in a sample of middle aged employers. The wording and American context reflected in the SADP may also not be appropriate for testing attitude in other countries (Daruwalla & Darcy, 2005). Findler et al. (2007) also reviewed literature on commonly used attitude measures towards PWDs and critiqued the unidimensional measures of attitude (e.g. ATDP) for being too simplistic and also other direct measures (e.g. SADP) for being susceptible to social desirability.

In an effort to capture and measure the multi-dimensionality of attitudes, Findler et al. (2007) developed the Multidimensional Attitudes Scale Towards Persons with Disabilities (MAS). This measure subscribes to the conceptualisation of attitudes representing three dimensions: affect, cognition and behaviour. The MAS consists of an affect measurement (16 items), cognitive measurement (10 items) and a behavioural measurement (8 items) to be answered on a 5 point Likert scale. Findler et al. (2007) field tested the MAS on 132 students in Israel. They found adequate statistical support for their MAS and also obtained concurrent validity when correlated to the ATDP scale.

Hergenrather and Rhodes (2007) explored the influence that social context may have on attitudes towards PWDs. They developed the Disability Social Relations Generalized Disability (DSRGD) scale, based on the Disability Social Relationship (DSR) scale developed by Grand, Bernier and Strohmer in the 1980's. The DSR scale measured whether social context influenced attitude, by testing three social relationship sub-scales (with 6 items each): dating, marriage and work. Attitudes, as measured by the DSR, were measured towards four disability types: amputation, visual impairment, cerebral palsy and epilepsy. Generalising the DSR to all disability groups, however, has not been explored empirically, and was attempted by Hergenrather and Rhodes (2007). They changed all disability-specific wording to general

disability and also introduced a Likert scale rather than a two-option response format. They DSRGD retained the three sub-scales of the DSR. They found that the DSRGD had “adequate psychometric properties” (Hergenrather and Rhodes, 2007, p.71), but cautioned about the generalisability of the scale.

The Interaction with Disabled Persons Scale (IDP) was developed by Gething in 1991 as a multidimensional instrument to determine attitudes towards persons with disabilities (Iacono, Tracy, Keating, & Brown, 2009). It consists of 20 items in a self-report format. The construct validity of the IDP have, however, been questioned (in Iacono et al., 2009). A factor analysis revealed that the IDP does seem to test multiple factors, but that only one factor, *Discomfort*, could be empirically validated in a student sample (Iacono et al. 2009). This factor (consisting of five IDP items) can be used in future research on interaction with PWDs.

This review of the more widely used and/or recent general attitude measures is not comprehensive across all disability types and social settings, but sufficient for this study’s purposes. Section 2.4 will further explore scales that were developed for the measurement of attitude towards persons with disabilities in employment settings. The following section will move away from attitudes towards PWDs and focus on the experiences of PWDs themselves.

2.3 The experience of living with a disability

Modern disability studies choose to shift the focus from a deficits approach to a strength and ability approach to disability. It is, however, undeniable that medical conditions or traumatic injury with resultant disability will provide additional challenges to the individual that are not medically related. This does not imply, as will be shown in the following section, that a PWD will have only negative experiences. The potential for positive adjustments and empowerment of PWDs exists in various spheres of their lives.

Dempsey and Foreman (1997) analysed the concept of empowerment and linked this to disability service provision. Empowerment has been described both as “a process and a state” (Dempsey & Foreman, 1997, p. 288). The following key concepts are related to empowerment: self efficacy; participation and collaboration; sense of control and locus of control; meeting of personal goals; understanding and utilising the environment; personal action potential and access to resources (Dempsey & Foreman, 1997). Reciprocal respect between service providers and consumers is central to empowerment (Dempsey & Foreman, 1997). Shared decision-making and recognition of strengths should empower those that have been disempowered in the past (Dempsey & Foreman, 1997). Social support and family, education, good health, as well as positive interactions with the physical environment, can contribute towards the empowerment of PWDs and these will be discussed in this section.

2.3.1 Family life and social interactions of PWDs

The influence of disability on family life and other social relationships will now be discussed.

2.3.1.1 Family life and marriage

Ferguson (2001) classifies research (from 1960 onwards) on familial reactions to a child with a disability as focusing either on the nature of parental reaction or on why they have a given reaction. The

nature of parental reactions is either exhibited in their attitudes or in behaviour, or in a combination of both. Why parents react in certain ways is dictated by their norms and contexts (Ferguson, 2001).

Historically, negative familial adaptation to having a child with a disability dominated literature. Ferguson (2001), for example, relates a matrix that classified parents of children with disabilities as either: neurotic, dysfunctional, suffering or powerless. Another study that found that families could develop dysfunctional ways of dealing with a family member's disability by denying the disability, or through parents becoming overprotective, or even rejecting the child (Carver & Rodda, 1978). This presents a rather negative historical picture on familial coping and disability.

In the past two decades, however, an adaptational model of familial coping with a child with disability has emerged (Ferguson, 2001). Research on families is now centred on three familial responses: adaptive, evolving and active (Ferguson, 2001). These concepts still recognise that positive and negative adaptations can take place, but that stress (adaptation), life course and family routines are now investigated in order to understand familial reactions to having a child with a disability (Ferguson, 2001).

It is now recognised that family life can also positively influence a PWD. Familial adjustment and well-being seems similar in families with or without a child with a disability (Ferguson, 2001). Many studies found that parents report numerous positive familial outcomes when raising a child with a disability (reported in Werner, Edwards, Baum, Brown, Brown & Isaacs, 2009 and Ferguson, 2001). Level of disability, family structure, family income, social support, ethnicity, culture and religion can all play a role in familial coping to a lesser or greater degree (Ferguson, 2001). In terms of family income, for example, Duncan, Swartz and Kathard (2011) found that psychiatric disability could add psychological strain and additional financial burden to families with low income, especially in poor communities. On the other hand, higher family income often provides a means for familial coping with disability (Ferguson, 2001).

Parental and sibling support can positively influence a PWD. Anderson and Clarke (1982) identified sibling support, as well as parental emotional and financial support, as ways in which a person with a disability can be positively influenced and supported. Trute, Benzies, Worthington, Reddon, & Moore (2010) found that the strength in the mother's psychological coping was associated with successful familial adjustment to having a child with a disability. When mothers also have a positive outlook on childhood disability, familial coping seems to be expedited (Trute, Hiebert-Murphy, & Levine, 2007). It would seem that strong family support can provide valuable emotional support to a person with a disability. It is, however, important to note that family resilience differs and having a child with a disability can place more or less stress on some family units in comparison to others (Ferguson, 2001).

Marriage is, of course, responsible for forming some new families as well. In terms of general statistics, a recent American survey found that 13% of PWDs are married within eight years of leaving secondary school (Newman et al., 2011). This statistics is six percent lower for PWDs in comparison to their peers in the general population. In a study from Bangladesh, the minority of respondents reported that disability was negatively associated with marital prospects, especially for women with disabilities (Hosain, Atkinson, & Underwood, 2002). In the American sample, 29% of young adults with a disability reported

having a child in their past eight years since leaving high school, which does not differ significantly from the 28% for persons without disabilities (Newman et al., 2011). Similar statistics for South Africa could not be found, but it is assumed that similar trends may be present.

Disability can also influence the marriage experience for PWDs and their partners. In an article entitled “Marriage matters: for people with disabilities too”, the authors convey that PWDs also have the need to get married (Miller & Morgan, 1990). They focused their qualitative research on persons with cerebral palsy and found that there were mixed reactions from the parents of couples who wanted to get married. Also, with severe physical disability, the frequency and satisfaction of sexual relationships between spouses can be affected (Miller & Morgan, 1990). Overall, though, the findings from this study seem to confirm that marriage needs and satisfaction between PWDs are similar to their non-disabled peers. Another qualitative study, however, found that dissatisfaction and a feeling of loss could develop over time in marriage partners that became the primary carer for a person with Multiple Sclerosis (Mutch, 2010). A study by Milligan and Neufeldt (1998) again found no evidence of maladaptive motivations for women without a disability to marry a man with spinal cord injury, but rather that numerous individual and interpersonal factors interact to form the necessary commitment for marriage.

A PWD does not just interact within his/her own family, though. The following section will examine more social interactions of PWDs outside of the family environment.

2.3.1.2 Social interactions of PWDs

“Social networks are basic building blocks of human experience” (Pescosolido, 2001, p. 469). Social networks are also related to how people react, confront and experience disability, and also influence health and well-being (Pescosolido, 2001). A person’s community also influences disability, as it is “the place where disability is constructed and experienced” (Kelly, 2001, p. 396). How others view a person has an influence on a person’s identity, or how a person’s self-perception based on community response to him/her. It also influences the formation on the self, or the way individuals are both linked and separate from their communities (Kelly, 2001).

Linton (2006) explains the term “ableism” (p. 161), which represents discrimination through favouring able-bodied persons. Other authors have explored the concept of normality and the consequences of persons being classified as deviant from the norm (Hammell, 2006). This ties with the concept of ableism, as it describes able-bodied as the norm/ideal. The differences in PWDs are deviant and thus make them inferior (Mackelprang & Salsgiver, as cited in Hammell, 2006). In a South African sample, Davies (1991) confirms that PWDs are more socially isolated than persons without disabilities. Finally, Miller, Chen, Glover-Graf, and Kranz (2009) also found less willingness by persons without disabilities to marry or enter a relationship with a PWD, especially where psychiatric impairment was present.

A study exploring interpersonal stress associated with the interaction between genders found that there was less interpersonal stress in a person without a disability when interacting with the opposite sex with a disability, as opposing to interaction with the opposite sex without a disability (Vilchinsky et al., 2010). This study’s participants were all students. This finding seems counter-intuitive at first, as one would expect more

interpersonal stress between a person without a disability and a PWD. The result is explained by Vilchinsky et al. (2010) by referring to other literature that found that PWDs are often viewed as asexual, which lessens the need to impress the opposite sex for persons without a disability. The traditional perceived gender differences between males and females with disabilities, that were reported by both PWDs and able-bodied persons, were also less distinct in comparison with gender stereotypes in general (Nario-Redmond, 2010).

The body image and self-evaluation of PWDs are often influenced by being physically different. A study focusing on self-esteem of adolescents with physical disabilities has found that both girls and boys have less perceived romantic appeal (King, Shultz, Steel, & Gilpin, 1993). Women with a physical disability report less sexual self-esteem, sexual satisfaction and lower body image than women without a disability in an Israeli study (Moin, Duvdevany, & Mazor, 2009). Men with later onset disability have lower levels of sexual satisfaction and body image than men with congenital disability in a Netherlands-based sample (Kedde & van Berlo, 2006). Nario-Redmond (2010) also found evidence that PWDs perceived other PWDs as more asexual than able-bodied persons.

This discrediting of the sexuality of PWDs may increase the risk of HIV infection, especially since PWDs are often excluded from sex education and HIV prevention programmes, according to a South African study (Rohleder & Swartz, 2009). There seems to be a tension in sex education providers on achieving a balance between the rights of PWDs to be informed about sex, but also on regulating and curbing possibly deviant sexual behaviour, especially in young adults with learning/developmental disabilities (Rohleder & Swartz, 2009).

Quality social interactions, however, can help PWDs to function with confidence. A literature review was performed by Terpstra and Tamura (2008) to find effective strategies to promote social interaction between PWDs and peers without disabilities in existing inclusive settings. They concluded that peer training could be effective if the training format was easy to implement and likely to have an effective outcome. Terpstra and Tamura (2008) provide a list of opportunities, training formats, guidelines for selecting strategies and several general strategies that can increase social interaction. Also, as mentioned in Section 2.2.1.2, contact with a PWD can produce a more positive attitude towards PWDs in general. This, in turn, can generate more positive social interactions and increase social confidence for and with a PWD.

For children who are able to attend school (many children with disabilities don't), it is most often in the educational setting that a child with a disability will form most of their first social relationships outside of their families. This period has the potential to either build or undermine the social development of a child with a disability.

2.3.2 Education of children with disability

The UN Convention on the Rights of Persons with Disabilities (UN DESA, 2007) states that children have the right to free and compulsory primary education, as well as secondary education, that is inclusive and on an equal footing with other community members. Special schools for children with disabilities formed the historical solution to schooling for PWDs. In recent times, the movement towards social inclusion has led to policies of integration of PWDs into mainstream schools. The promotion of access to mainstream

or general curriculum for students with disabilities is central to much international legislation and policy (Carter and Kennedy, 2006). Mainstreaming is a term used to describe full social and education integration of a child with a disability into regular classes and schools (Graves & Tracy, 1998). Graves and Tracy (1998) confirm that there are strong “ethical, sociological and legal arguments in favour of an inclusive educational system” (p. 220).

Attitudes towards mainstreaming can focus on theoretical arguments for mainstreaming, but also on the attitudes of those that have to implement mainstreaming, such as teachers. Gal, Schreur, and Engel-Yeger (2010) found that older and more experienced teachers were less positive about children with disabilities. They also found a positive correlation between the number of teaching hours and negative attitude. This reflects either a genuine negative attitude in older and more experienced teachers, or, as the authors speculate, more confidence in assessing or reporting potential barriers and accommodations needed for integration. There also seems to be more negative attitude towards children with emotional and intellectual challenges in comparison to those with physical disabilities (Gal et al., 2010). These negative findings are present despite a general finding of positive attitude towards integration by the teachers in the sample. Hwang and Evans (2011) report a similar gap in positive teacher attitude towards integration and actual willingness to have a PWD in the classroom in their Korean sample. Rae, Murray, and McKenzie (2010) also confirm some negative attitudes of teachers in Scotland towards mainstreaming, although, again, a positive attitude was dominant.

There are barriers for the inclusion of children with disabilities in mainstream schooling worldwide. Gal et al. (2010) summarise the barriers to inclusion under two headings: child factors (including the type of disability) and environmental factors (including attitudes, access, administration and programme design). Barton and Armstrong (2001) say that “barriers to inclusion in ordinary schools arise through the ways policy is made and interpreted at the levels of discourse, attitudes, assessment, curriculum and pedagogy, and the distribution of resources” (p. 703). They also agree that physical access is a major barrier to the inclusion of children with disability in mainstream schools (Barton & Armstrong, 2001). In a qualitative study based in New Zealand, the authors conclude that “while disabled students...were trying to actively construct and shape their social and educational worlds... teachers and peers have the capacity to either support or supplant these attempts to be part of the group of ‘all children’” (MacArthur, Sharp, Kelly, & Gaffney, 2007).

Research on barriers to education of children with disabilities has also been undertaken in the African setting. Chimedza and Peters (1999) state that PWDs are in many ways excluded from societal rights, such as traditional forms of education in schools. Karangwa, Miles, and Lewis (2010) found that integration of minority groups, such as those with disability, into Rwandan schools remains only policy and not practice. A study from Ghana confirms that teachers have a positive attitude towards integrated schooling, but with reservations (Gyimah, Sugden, & Pearson, 2009). Chhabra, Srivastava, and Srivastava (2010) found negative attitudes amongst a sample of 103 teachers in Botswana on the inclusion of children with disabilities into mainstream classrooms. It was concluded that these teachers feel unprepared and reluctant to integrate children with disabilities into their classrooms.

In South Africa, there are also numerous barriers to any type of schooling for children with disabilities. A South African study revealed that restricted access limited the success of integration of learners in 13 mainstream schools in the Western Cape (Vosloo, 2009). Mainstreaming schooling for children with disabilities is not the norm in SA and would require policy makers to address numerous structural, curriculum, social and ideological barriers to be truly effective and widespread (Soudien & Baxen, 2006). Special schools are unevenly distributed in the South African provinces and the distribution of funding and socio-economic development still remains unequal between historically advantaged and disadvantaged communities (Soudien & Baxen, 2006).

Both negative and positive consequences of mainstreaming have also been reported. In a Czech-based study it was found that young students with disabilities from integrated schools had more positive self-concept and views of the world than isolated PWDs (Mrug & Wallander, 2002). Fitch (2003) also concluded from a qualitative study that children in inclusive schools had a different and more positive sense of self than segregated peers with disabilities. Other studies report mixed or negative feedback from teachers, parents of children with disabilities and performances of children which question the efficacy of mainstreaming (Runswick-Cole, 2008; Wong, 2002). It seems that “the process of inclusive education continues to be fragile” (Runswick-Cole, 2008, p. 179).

Post-school or higher education is, of course, another area where PWDs are educated. Here the focus is less on mainstreaming *per se*, but on the experiences of PWDs that attend mainstream higher education institutions. A UK based study found that students with disabilities had many similar challenges in higher education in comparison with their peers without disabilities, but that access to learning and assessment presented unique challenges for PWDs (Madriaga et al., 2010). A South African review highlights that integration of students with disabilities into higher education institutions has not yet gained as much momentum as racial integration (Howell, 2006). Howell (2006) confirms that many psychological and social stressors face students with disabilities, especially in institutions that have poor integration practices.

In conclusion, Barton and Armstrong (2001) argue that inclusive education can be achieved through recognising and “removing all forms of barriers to access and learning for all children who are experiencing disadvantage” (p. 708). This is what the term universal design also highlights. Vosloo (2009) also mentions that the availability of resources, social support and equality are facilitators to integration.

The following section will relate briefly health and ageing challenges and positive approaches to health care for PWDs, before a more in-depth discussion on PWDs and their physical environments.

2.3.3 Health of PWDs

The health management of certain disabilities can have economic and emotional consequences. In a South African sample, Davies (1991) found that PWDs had more anxiety than their able-bodied peers. In an American study it was found that PWDs had poorer lifestyle behaviours, such as inactivity, smoking and being obese than persons without a disability (Fitzmaurice, Kanarek, & Fitzgerald, 2011). Greer (1990) reported several studies that confirmed a high prevalence of alcohol and substance abuse among PWDs.

Unemployed women with disabilities reported poorer quality of life and health in comparison to working women with disabilities in a Croatian sample (Barišin, Benjak, & Vuletić, 2011).

Not only can the health management of disability and the presence of disability cause health problems, but public health policy can also influence employment (Levy, Bruen, & Leighton, 2012). Until recently in the USA, public health insurance decreased when a PWD entered employment. As with the South African Disability grant, this has can cause reluctance for PWDs to seek employment. Health policy reform is underway in the USA, whereby employment status no longer disqualifies a PWD from public health insurance. This new Patient Protection and Affordable Care Act of 2010 can potentially provide better health insurance coverage to PWDs and a greater incentive for many PWDs to enter and enjoy some flexibility in the open labour market (Levy et al, 2012).

Several southern African studies have also suggested that children and women with disabilities have a higher risk for sexual abuse (reported in Swartz, Schneider & Rohleder, 2006). Swartz et al. (2006) also reported that PWDs are probably more at risk to HIV infection in comparison to other sections in society. This is due to a higher likelihood of poverty, lack of sex education and vulnerability to sexual abuse. Several health concerns can also develop due to ageing.

Ageing and disability calls for two areas of investigation. Firstly, ageing with an existing disability has certain consequences. Secondly, ageing can also cause a certain amount of impairment to develop. Ageing with an existing disability may lead to further challenges for the PWD. A Canadian based study (McColl, Stirling, Walker, Corey, & Wilkins, 1999) found that people with spinal cord injuries (N=606) showed a gradual decline in their perceived independence with each ageing decade (the researchers used a retrospective cohort technique). They also eventually expected to experience more dissatisfaction than satisfaction with life in old age (especially from 40 years post injury and over 65 years of age). Other related findings were that life satisfaction and functional independence were both positively correlated to marriage and employment (McColl et al., 1999). A case study by Yorkston, McMullan, Molton, and Jensen (2010) found that ageing with a disability could have both positive and negative consequences. Psychological and social adjustments and better medical care and advances can lead to positive changes for a PWD in older age (Yorkston et al., 2010).

An earlier study focused more on the life expectancy of persons with spinal cord injury (McColl, Walker, Stirling, Wilkins, & Corey, 1997). They found that their sample of 606 individuals had a median life expectancy of around 63 to 72 years of age (or for 38 years after injury). Almost half of the sample (43%) lived for 40 or more years after injury. When compared to other similar studies (based, presumably, in first-world countries), there appears to be a five-year increase in life expectancy in comparison to a decade earlier (McColl et al., 1997). Also, later onset of disability and having complete or high lesions negatively affect life expectancy. These data do, however, indicate that many years of satisfied living remain for most persons who acquire a spinal cord injury. High life expectancy must always be considered in conjunction with quality of life.

Ageing can also lead to health problems and impairment (Priestley, 2006). Also, with the increase in life expectancy, more adults will acquire impairment due to old age (Priestley, 2006). Thompson, Zack, Krahn, Andresen, and Barile (2012) also found that increased age, medical costs, decreased physical activities during leisure time and smoking accounted for more days of feeling mentally unwell for both persons with and without functional impairments. The absence of an existing physical impairment, however, blunted the effect (Thompson et al., 2012).

2.3.3.1 Positive approaches to health care & recovery from injury

Health promotion, as a means of improving health quality and reducing medical expenditure for PWDs, have been investigated. The “Living Well with a Disability” health promotion intervention for persons who are wheelchair users was scrutinised for the possible financial benefits that it may yield when comparing the reduced cost of health care (through health promotion) versus the intervention’s administration costs (Ipsen, Ravensloot, Seekins, & Seninger, 2006). Ipsen et al. (2006) reported positive results in terms of less medical expenditure and better health (and quality of life) for their 188 study participants who completed the intervention (based on setting exercise, behavioural and proactive management goals). Although some limitations, such as small sample size, non-randomised design and the lack of a control group, may influence the validity of the results, the indications are that health promotion programmes may be able to curb expenditure and promote quality of life for persons with disability.

Positive growth for individuals after they acquired disability was investigated by Elliot, Kurylo, and Rivera (2002). As is now accepted, disability in itself does not alone account for all the challenges facing a PWD. Rather, environmental and social influences also act on an individual’s adjustment and reaction to an acquired disability, as well as their own personality factors. Elliot et al. (2002) proposed that adjustment was a function of both stable characteristics, such a personality, and more dynamic characteristics, such as age and public policy. Any intervention, then, should most certainly not only focus on the elimination and management of the “illness/impairment” part of the individual with a disability. Interventions should also employ strategies to both strengthen individual coping, to provide social and appropriate support to PWDs and also help campaign for the rights and meaningful change in the broader environment in which PWDs operate.

Adaptive behaviour following disability (and other chronic illnesses) was also explored by Livneh, Lott, and Antonak (2004). They found from their sample (N=121) that well-adapted individuals differ significantly from poorly adapted individuals on four general “domains” (p. 411). Using numerous self-report questionnaires (including measurement on psychosocial adjustment after injury, coping strategy, cognitive perception and quality of life), they found that persons who reported positive adaptation to their condition had low psychosocial stress levels (including lower anxiety, depression and anger), utilised more productive coping mechanisms, experienced a greater sense of self control over their lives and had higher scores on quality of life measures (including self esteem and life satisfaction). Poorly adapted individuals showed a negative and opposite trend in their self-report scores. Certain important coping factors, such as

anger management, can be positively influenced through specific interventions and can thus lead to better outcomes for persons with an acquired disability or illness.

Apart from health challenges and health management for PWDs, the physical environment also often requires some adjustment and planning for PWDs.

2.3.4 PWDs and their physical & virtual environments

Most cities have a “design apartheid”, whereby building designs cater only for the dominant able-bodied consumers (Imrie, 1996; Imrie & Kumar, 1998, p. 361). According to the Integrated National Disability Strategy (INDS, 1997), there is a lack of accessible public transport and a lack of proper planning for accessible buildings in SA. From data on a major survey in 1991 in the USA, Imrie (1996) also reported that public transportation, access to public toilets and step/curbs are major areas of difficulty for persons with especially a physical disability. Schneider (2006) argues that the environment can create disability, which highlights how aspects of the environment, such as inaccessible public areas, can further compound the challenges faced by persons with mobility impairments. An inaccessible work environment can also exclude PWDs from entering and remaining in the open labour market.

Universal design provides a solution for inaccessibility. Universal access “means the removal of cultural, physical, social and other barriers that prevent people with disabilities from entering, using or benefiting from the various systems of society that are available to other citizens”, according to the South African Human Rights Commission (SAHRC, 2002, p. 8). Scott-Webber and Marshall-Baker (1998) discuss two approaches to providing accessibility in urban settings. The approach in the USA applies legislative force to enforce accessibility and protect the rights of individuals with special needs. The Nordic approach, however, focuses on a democratic promotion of equal rights and universal access for all, in all environments. Scott-Webber and Marshall-Baker (1998) propose a mixed-approach in which both legislative force and thinking that is more inclusive are promoted. Clear universal design guidelines have also been established. Collaborative organisations, such as the Global Universal Design Commission (2009) in the USA, have drafted standards on Universal design for the built environment.

The following sections will explore some issues related with housing, transport and communication accessibility.

2.3.4.1 PWDs and housing

Housing is a central issue for persons living with disabilities. The focus in modern disability studies falls on de-institutionalisation, and this is the case in terms of housing for PWDs as well (Emerson, 2004). There is a shift away from institutions to community-based housing, specifically for persons with intellectual disability (Emerson, 2004), but also for other types of disability. The UN Convention on the Rights of Persons with Disabilities states that “persons with disabilities have the opportunity to choose their place of residence and where and with whom they live on an equal basis with others and are not obliged to live in a particular living arrangement” (UN DESA, 2007, p. 13). This ideal of freedom to choose where to live is, however, not always a reality.

In a qualitative study by Mji (2006), her respondents identified their disability as being the main cause of their homelessness and poverty. Others have reported on housing problems for PWDs in many countries, both in rural and urban environments (“Housing options for people with learning disabilities”, 2008; Mackin, 1995; Nocon & Pleace, 1998; Owen & Waiters, 2006). There also seems to be possible bias against certain disability types in approval for mortgages (Hagner & Klein, 2005). Applicants with a physical disability received higher approval ratings from underwriters in comparison to other disability types (Hagner & Klein, 2005). Burns and Gordon (2012) also argue that it is not only the accessibility of housing that is important to PWDs, but also the affordability of making necessary accommodations.

A South African study by Coulson, Napier, and Matsebe (2006) also found that PWDs had many problems with carrying out everyday chores around the house. In the uniquely South African context, the inability to use toilets on residential plots and in informal settlements is a core concern for wheelchair users (Coulson et al., 2006). Some of the challenges for wheelchair users range from objects being too high to reach and the financial inability to make houses more accessible. These challenges often lead to wheelchair users having to negotiate narrow doorways and uneven ground (Coulson et al., 2006).

Legislative revision towards universal design principles would greatly facilitate accessible housing for PWDs. “People with disabilities...now have constitutional rights to equality and human dignity. Laws concerning the built environment must be updated to reflect this. Discriminatory architectural barriers to equitable participation in mainstream society must be removed” (SAHRC, 2002, p. 27). The current SA legislation on the built environment that has to be updated are the Building Standards Act (Act 103 of 1977, amended in 1989), the National Building Regulations (focusing on building safety and convenience) and the SABS 0400 Code of Practice (guidelines on the Regulations) (SAHRC, 2002).

As with housing, there are some challenges and solutions for PWDs in terms of accessible transport.

2.3.4.2 PWDs and transport

Accessible transport for PWDs can take on many forms and challenges. Private transport (driving an adapted personal vehicles or being driven by a family member/employee) is available to a select few. Public transport specifically for PWDs is available in some areas only. One example of this is the Dial-a-Ride initiative by the City of Cape Town (2012). Standard public transport, however, remains the dominant form of transport for most PWDs.

The problem is that public transport is not always accessible. International literature confirms a lack of accessible and safe public transport for PWDs (eg. Carlsson, 2004; McMillan, 2005; Van Kraayenoord, 2004). Locally, “the lack of [public transport] is the tragedy facing many [PWDs] in South Africa, and unfortunately the problem of public transport is going to exist for many years to come” (Ari Seirlis as cited in Seirlis & Swartz, 2006). The INDS (1997) also recognised that public transport in SA have to become more accessible to enable PWDs to fully participate and integrated into society. A recent popular article also confirmed that public transport in Cape Town (and presumably country wide) is still insufficiently accessible and that a Integrated Transport Plan is being developed in consultation with DPOs (Luhanga, 2011). Finally, Venter (2011) reported that the cost of public transport is also a challenge facing PWDs in SA.

Some legislative and policy initiatives are looking for solutions to inaccessible public transport. The SA Department of Transport (2007) developed a strategy whereby they committed to making public road and rail transport fully accessible. Van Kraayenoord (2004) also reported numerous initiatives and policies worldwide that have led to positive change for public mobility of PWDs.

Apart from housing and transport challenges for PWDs, communication can also present challenges in the modern era.

2.3.4.3 PWD and communications

Telecommunications and Internet access is an important aspect of modern life and has the potential to promote access to resources for PWDs. There are, however, still problems with service delivery in the field of telecommunications, according to Jaeger (2006). Many authors have also reported on the poor accessibility to websites on disability services, education and corporate websites (Espadinha, Pereira, Da Silva, & Lopes, 2011; Fulton, 2011; Loiacono, Romano, & McCoy, 2009).

Jaeger (2006) argues that both in telecommunications policy and service delivery the need for equal access should be promoted. Telecommunication mediums can be made more accessible (for diverse types of disabilities) through educating policy makers and telecommunication providers on the importance of access to information for persons with disabilities. Also, perhaps through government incentives when accessibility is achieved, better access to telecommunications can be achieved for PWDs (Jaeger, 2006).

Section 2.3 has related numerous experiences within the social, personal and physical environments that PWDs have. All these experiences can have a substantial impact on the employment of PWDs.

2.4 Employment of PWDs

Employment is usually defined from the opposite state of unemployment (Shau, 1995). The labour market exists with both employed and unemployed individuals. A person that is seeking employment without current employment will be classified as unemployed (Shau, 1995). According to Shau (1995), most countries accept that an unemployment rate of six percent of the general work-able population is the maximum employment rate that can be achieved, even in ideal economic conditions.

The National Director of the QuadPara Association of South Africa, Ari Seirlis, describes what is needed for a PWD to become employed: "I see it like Maslow's hierarchy of needs. Firstly, accessible transport. Second, accessible buildings. Thirdly, skill development opportunities. Lastly, employment opportunities" (Seirlis & Swartz, 2006, p. 365). Issues, such as job-skills development and employment opportunities for PWDs will be further explored in Sections 2.5 and 2.6. The rest of this section will define what an Employee with a Disability (EWD) is. It will also explore what constitutes equitable and suitable employment for PWDs. Finally, how employment experiences are measured will be related.

2.4.1 Defining employment for a PWD and disability in employment settings

Challenges with the definition of disability create problems for the employment of PWDs. Disability definitions must be contextualised, and this creates challenges for establishing measurable targets and consistent policy on disability in organisations. Without clear definitions and policy, it becomes very

difficult to operationalise employment initiatives for PWD inclusion (Schriner, 2001). As such, the SA government has formulated a definition for a PWD in work settings.

For the purposes of this study, employment for PWDs were defined as any full-time paid work for a company in the private sector. When referring to the employment experiences of PWDs, this incorporates experiences by the EWD in any employment-related area as specified by the TAG (SA DoL, 2007), including reasonable accommodations, recruitment/selection, medical/psychological testing, job placement/training, career advancement, job retention/termination with benefits following acquired disability, disclosure of medical information and employee benefits.

The Code of Good Practice on Disability in the workplace (SA DoL, 2002) legally defines disability in employment context as having three necessary components: “physical/mental impairment”; “long-term or recurring”; “substantially limiting” (p. 3). Physical and mental impairment represents impairment of a bodily function or clinical mental illness or limitation. Long-term impairment refers to a condition that lasts for one year or more. Recurring refers to a situation where a condition has a high likelihood for recurring and/or being substantially limiting, such as a progressive condition/disease. “Substantially limiting” (p. 3) is defined as any condition that significantly inhibits a person from performing a job “in the absence of a reasonable accommodation by the employer” (p. 4). Some conditions are excluded from this definition if it is very easily controlled by corrective devices or can be mostly controlled by the person with the condition (for example an addiction) (SA DoL, 2002).

Beyond the definition of an EWD (a PWD in the work setting), employment rights and options employment for PWDs can also be defined.

2.4.2 Defining employment equity for PWDs

Equal opportunity employment (also called employment equity) represents a policy by which equal access to employment are actively enforced in order to correct unfair practises of discrimination against certain minorities and groups (such PWDs) from the past (O’Connell, 2005). Employment Equity is enforced to prevent future discrimination against specific groups of people (O’Connell, 2005). The South African government adopted the Employment Equity Act (EE Act, 1998) by which PWDs qualify for equitable/affirmative opportunities to employment in all labour market sectors. Relevant South African policies on PWD employment have been presented in Section 1.2. The Technical Assistance Guidelines on the Employment of people with disabilities (TAG) have twelve employment-related areas that should be kept in mind when planning an employment equity programme for PWDs (SA DoL, 2007):

1. Reasonable accommodation is aimed at reducing the impact that a person’s impairment or other barriers may have on the job performance. Employers should choose the most cost-effective accommodation that is tailored to individual needs, while still maintaining the optimal job-person fit (paraphrased pp. 13 – 15).
2. Recruitment and selection practices should be centred on “inherent requirements and essential functions of the job” (p. 26) and exclude any discriminatory language, practises and redundant

- job requirements or inaccessible job advertising or discriminatory selection criteria and/or interviews (paraphrased pp. 26 - 28).
3. Medical and psychological testing must be “relevant and appropriate” (p. 32) to the job description of the prospective employee. Medical testing should be distinguished from psychometric and job-person fit testing (paraphrased pp. 32 – 33).
 4. Placement practices involve the orientation, integration and training of a new employee. New employees with disabilities should be treated as equals and current employees may benefit from sensitisation training on working with a co-worker with a disability (paraphrased pp. 36 – 39).
 5. Career advancement and further training should be offered to all employees on an equal basis and all materials and recreation that may lead to advancement should be accessible (paraphrased p. 40).
 6. The retainment of employees who become disabled should include proper consultation with the individual who acquired the disability and reasonable accommodation should be made in order to encourage an early return to work (paraphrased pp. 45 – 46).
 7. Termination of employment is always guided by the Labour Relations Act and is permissible under the condition that a person cannot perform critical aspects of their job description. Employees must be properly advised by the employer on disability benefits available to them (paraphrased p. 47).
 8. Statutory compensation advice should be given to any employee eligible for worker’s compensation or Unemployment insurance (paraphrased p. 49).
 9. Confidentiality should always be protected and “written consent” (p. 51) should be obtained before any information concerning an employee’s disability is disclosed to a third party. Employees have the right to keep their disability status confidential (paraphrased p. 51).
 10. Benefit schemes cannot unfairly discriminate against persons with disabilities, nor can a benefit scheme refuse membership to an employee based solely on the presence of a disability (paraphrased p. 53).
 11. Employment equity planning may benefit the following “10-step plan process” (p. 54) across three sequential phases, namely preparation (assign responsibility, communication/awareness/training, consultation, analysis), implementation (corrective measures/objectives, time frames establishment, allocation of resources, communication of plan, integration of plan) and monitoring (monitor, evaluate and review) (paraphrased pp. 54 – 56).
 12. Education and awareness is an effective tool to which people can turn in order to dispel myths and stereotypes towards a group. Education and training within the public and private sector, within businesses and trade unions on the rights and benefits of employing person with disabilities can yield long-term change in the labour market. Consultations with PWDs may prove most valuable during this process (paraphrased p. 57).

Equitable employment should ideally also lead to appropriate and quality employment outcomes for PWDs. Unfortunately, this is not always the case. The following section will explore suitable and quality employment for PWDs, as well as appropriate job types for PWDs.

2.4.3 Defining suitable and quality employment for PWDs

The question of suitable employment for PWDs is explored from different angles by several authors. Brucker (2004) discusses suitable employment, both in its definition and application to employment outcomes for PWDs. With a multiple-case study approach, Brucker (2004) evaluated the use of suitable employment in terms of public service delivery and employment programme goals across three states in the USA. From her analysis, she concluded that the suitable employment concept could be used in programme design when careful consideration is given to its definition (including the interaction and dimensions of personal skills, job description and environmental influences) and its timing in the programme (from initial job eligibility to actual programme stages/evaluation).

An alternative term, customised employment, refers to job selection through focusing on an individual's abilities, strengths and education and then matching the individual to an existing job opportunity (Inge, 2007). Inge (2007) discussed that customised employment success may be improved by adequate employer education, customised on-the-job training, careful job selection (based on strengths) and carefully preparing the individual for the job. Job placement within organisations that provide support and, preferably, that are in close proximity to the individual with a disability, would also facilitate the integration. Job accommodation may also be necessary in customised employment (Inge, 2007).

Turner, Barling, and Zacharatos (2002) explored quality employment for PWDs. They focused on the benefit that work can bring to an individual and the processes by which a healthy career can be achieved. They focused their review by discussing elements of job design that can promote positive psychological growth and resilience in employees, as well as the promotion of interpersonal interaction and commitment to work. They proposed work redesign into jobs that "encourage workers to engage actively with their tasks and work environment" through promoting "autonomy in performing their jobs, [performing] challenging work, and the opportunity for social interaction" (Turner et al., 2002, p. 717). This approach should be kept in mind when the quality of employment for PWDs are investigated.

Sheltered versus inclusive employment for PWDs must also be considered when the rights of PWDs are explored. From cross-cultural survey data, it becomes apparent that inclusive employment has not replaced segregated employment at a rapid rate (Sutton & Walsh, 1999). Sheltered employment refers to specific employment environments created for PWDs and segregated from the mainstream employment, which Migliore, Mank, Grossi and Rogan (2007) call facility-based programmes or sheltered workshops. The rationale for sheltered employment is to provide a source of income and work experience to PWDs with conditions/impairments that are deemed too severe or challenging for open labour market jobs (as cited in Migliore et al., 2007). Though segregated employment can be important to accommodate some PWDs into the workplace, the current focus, in keeping with contemporary rights-based approaches to disability, is on facilitating inclusive, open labour market employment opportunities for PWDs.

Certain job titles may be suitable for different disability types. Job titles in the open labour market that can be performed by various types of PWDs were the focus of a study by Chi (1999). Numerous suitable jobs for different categories of disability (differentiation in terms of persons with blindness, mobility impairment, learning disorders, mental impairment, deafness or psychological disturbance) were identified. Each job title (with a total of 112) fell into three categories: required education/experience, physical demands and task environment. Critical job elements for each job title were identified and a factor analysis yielded a five-factor model, explaining almost 60% of score variance. These five factors were occupational hazard, verbal communication education/training, visual acuity, body agility and manual ability (Chi, 1999).

Another angle on suitable employment is to examine several broad open labour market industries and their potential for worker integration. Gröschl (2007), for example, explored the potential for employment of PWDs in the hotel industry in his Canadian study. He specifically addressed key questions concerning Human Resources (HR) management strategies in order to enhance employment outcomes in the hotel industry. Gröschl (2007) states that, amongst other complexities, the focus on physical appearance of staff in the hotel industry may provide additional resistance to the employment of PWDs. Gröschl (2007) also found that the 42 hotels in his sample had very little “proactive” (p. 679) practices and policies concerning potential or existing employees with disabilities. He suggests better collaboration between industry and employment agencies (for PWDs) in terms of understanding disability, communicating policy and educating existing staff on the potential diversity benefits in creating an atmosphere of inclusivity.

The potential issues of employing PWDs in accounting firms across the United Kingdom were explored by Duff, Ferguson, and Gilmore (2007). They interviewed nine HR managers in order to determine their attitudes towards potential employees with disabilities. Seven of the managers expressed concern that persons with mobility impairment may be unable to visit clients on-site and that clients may possibly feel uncomfortable having a person with a disability as their accountant. The authors concluded that a lack of trade union pressure and failure to distinguish between disability and impairment negatively influenced employment opportunities for PWDs in accounting firms.

With the advent of computer-based technology, Haynes, Shackelford, and Black (2007) discussed that manufacturing environments may provide job opportunities to PWDs. There exists, however, a concern with regard to the implications for worker safety (Haynes et al. 2007). The American Occupational Safety and Health Administration places the burden of workplace safety upon the employer. When introducing a worker with a disability and an appropriate assistive technology, the employer first has to ensure that the new technology and worker do not create additional safety hazards. This may be a disincentive for employing a PWD. Haynes et al. (2007) conclude by advising vocational rehabilitation professionals to prepare and assist employers in understanding both the employee’s abilities and the accommodations needed to assist the employee with a disability.

There is also potential for PWDs in the Information Technology (IT) sector (Schartz, Schartz, & Blanck, 2002). As a growing sector, IT jobs may provide additional work opportunities to persons with disabilities. Schartz et al. (2002) suggest that positive role models with disabilities (in the IT industry),

accurate empirical information on accommodation costs to employers, potential for home-based work and federal economic incentives may potentially increase the hiring of persons with disabilities in the IT sector.

Suitable employment can also extend beyond job description and industry type and include reference to job level. Some studies have focused on the unique challenges that PWDs face when they achieve a high-ranking position. This “glass cliff” (p. 56) refers to the “precarious” (p. 56) position that women (as a minority group in business) face when they aim for or achieved a leadership position (Ryan, Haslam, & Kulich, 2010). Braddock and Bachelder (1994) also reported on the “glass ceiling” facing PWDs. This represents the invisible barrier that may prevent PWDs from advancing in their careers. A later section will further explore advancement for PWDs, while this section concludes with two final employment options for PWDs.

Home-based employment (and telecommuting) may provide the necessary flexibility for a PWD and can be a feasible solution to many that are looking for increased job opportunities in the future (Rumrill, Fraser, & Anderson, 2000). Rumrill et al. (2000) reported that 12% of persons undergoing rehabilitation due to injury needed home-based employment options if they were to compete in the open labour market. They also reported that many preferred working from home, and that home-based employment is growing amongst all levels of the working population, especially in the light of new technology. Home-based employment success still, according Rumrill et al. (2000), depends on the employer’s needs being matched with the worker’s abilities and skills.

Self-employment is also an option available to PWDs. “The concept of entrepreneurship offers the opportunity to level the playing fields within the different disability generic groups, meaning that your business opportunity or interest is not dependent on the type of disability you have” (Seirlis, as cited in Seirlis & Swartz, 2006, p. 370). As with any independent endeavour, though, Griffin (2002) warns that being self employed is challenging. Lorenzo, Van Niekerk, and Mdlokolo (2007), however, advised that “inherent motivation, preparedness to co-operate and to work hard” (p. 436) facilitates entrepreneurship success and independence.

As is clear from this section, different types of jobs, industries and corporate cultures exist for PWDs to navigate. The following section will focus on the employment equity to assist PWDs in gaining employment.

2.4.4 Measurement of employment experiences of and with employees with disabilities

Before reporting on the employment experiences of PWDs, one first has to measure these. The employment experiences, as well as company systems, processes and policies with regards to disability have been measured in numerous studies. The first category of measurement relates to standardised measures of attitudes towards disability in the workplace, as well as organisational culture. Other studies have used survey to measure whether company disability policy is present and adequate, as well as whether company systems/processes are disability-friendly. The following section will discuss some measurement instruments on the above categories.

Schur et al. (2005) discussed both quantitative and qualitative methodologies and situations in which the one or other would be more useful and appropriate for measuring attitude and organisational culture. Quantitative methods can provide meaningful data in order to compare group members, as well as for comparisons between organisations. Qualitative methodology may especially be useful in areas with limited previous research and few or no theories to guide a researcher.

The combination of both quantitative and qualitative methodologies in a single study can, however, yield complementary knowledge on a subject (McGrath & Johnson, 2003; Schur et al., 2005). For comparisons between organisations regarding aspects of organisational culture and the influence it has on the potential for employing PWDs, quantitative methods can be most useful. Schur et al. (2005) state that “employer surveys provide insight into the ways in which corporate culture may affect people with disabilities” (p. 8). This highlights the fact that survey research (as a form of quantitative investigation) can yield knowledge on employer attitudes and opinions.

In exploring the link between organisational culture and disability, an extension of knowledge on opinion can take shape in the form of in-depth interviewing (as an example of qualitative research) in order to add depth in understanding and describing a phenomenon (such as underlying core values) that may be hard to capture through standardised measures (Schur et al., 2005). Schur et al. (2005) suggested that qualitative research may be particularly useful in formulating new theories.

Even though both methodologies may be helpful in measuring organisational culture, most authors and measures have focused on quantitative measures of attitudes towards a specific group in an organisation. Hernandez et al. (2000) referenced several standardised attitude measurements in work settings with regards to PWDs. The Attitudes Toward the Employability of Persons with Severe Handicaps Scale by Schmelkin & Berkell from 1989, and the Worker Scale and the Scale of Attitudes toward workers with disabilities by Kregel and Tomiyasu from 1992, have been used in numerous studies since their creation (Hernandez et al., 2000).

Another standardised measure, called the Employment Expectation Questionnaire, was evaluated by Millington, Leierer, and Abadie (2000). They tested the validity of the Employment Expectation Questionnaire (beta version, EEQ-B) that was developed in order to test the attitudes/expectations of employers and stakeholders towards PWDs (specifically persons with intellectual impairment). It also aimed to measure the subsequent effect it may have on the selection and employment of persons with disabilities. Millington et al. (2000) explain that “the degree to which irrelevant disability information changes the evaluation of the factors of selection is a measure of disability bias in the process of selection” (Millington et al., 2000, p. 41). They pilot tested the five-factor EEQ-B on a student sample and found a positive bias towards persons with a intellectual impairment, possibly due to selection bias. The EEQ-B must still be field tested with employers and stakeholders before final adjustment for validity of content can take place. Apart from the standardised quantitative measures mentioned, many surveys have been developed to investigate attitude and practices with regards to disability employment.

Surveys have also been used by researchers to explore wider constructs than just attitude towards EWDs. These surveys explore company systems, processes and policies with regards to disability, as well as providing non-standardised measurement of attitude and organisational culture. Four surveys were used for the current study's survey construction, and each will be briefly discussed.

The first survey used was developed by McFarlin, Song, and Sonntag (1991). The survey explored EWD integration into the labour market. This survey included questions on integration, EWD performance, opinion on hiring and accommodation processes and some demographic questions.

The second survey used was created by Dixon, Kruse, and Van Horn (2003). This was a new survey for testing employer attitudes on PWDs and barriers in the workplace. They explored the attitudes of the heads of HR/personnel on general economic concerns, how many employees and EWDs each company had and hiring history of PWDs. They then focused on accommodations made (including cost and resources used), as well as the accessibility in the company (Dixon et al., 2003). They concluded by exploring company policy and processes on managing PWDs, as well as demographic questions.

Domzal, Houtenville, and Sharma (2008) developed the third survey used in the current study. This survey was created to obtain a representative national sample on employer attitudes with regards to PWD employment. In addition, the survey also explored the correlations between company type and size on a number of other variables. Variables also explored by the survey were company recruitment practices, hiring and retention issues, accommodation record keeping and knowledge of certain disability employment resources.

Finally, an Organisational Practices Survey (Schur, 2008b) was created by researchers from Syracuse, Rutgers and Cornell Universities. This survey explored managerial attitudes on company policies and practices in order to identify best practices for all employees. It is an extensive survey exploring wider constructs than just disability. It has seven sections of questions, starting with the respondent's job background and working environment. The second section explores accommodation requests and the following section on accommodations granted. The fourth section enquired about co-worker experiences with EWDs and their accommodations. The fifth section in the survey asked managers/supervisors about organisation practices and accommodations made by the company. The final two sections ascertain the personal health/disability of participants, as well as demographic questions.

These measures have been employed to explore attitudes, experiences, systems and policies with regards to disability employment. The following section will report on some of the findings of these (and other) measures of the employment experiences of and with PWDs.

2.5 Employment experiences with and of PWDs

This section will explore the recruitment and appointment experiences with/of PWDs. It will then relate research findings on the attitudes towards disability in employment settings. The performance appraisals and advancement of PWDs will then be discussed. Finally, the accessibility and accommodation practices in the open labour market will be related.

2.5.1 Recruitment and appointment of PWDs

This section will focus first on employer recruitment and hiring practices and then on the experiences of PWDs in gaining employment.

2.5.1.1 Recruitment of PWDs by companies

PWDs may be subject to hiring discrimination. McMahon, Hurley, Chan, Rumrill and Roessler (2008) define hiring discrimination “as failure or refusal by an employer to engage a qualified applicant as an employee due to the existence or consequence of disability” (p. 133). McMahon, Hurley, West, Chan, Roessler, and Rumrill (2008) compared findings on data from the U.S. Equal Employment Opportunity Commission (EEOC) about discrimination in the hiring process of PWDs to other workplace discrimination issues. They found that hiring discrimination is more likely to be resolved in favour of the employee (as opposed to the employer) compared to other discrimination issues, although only about a quarter of discrimination claims are successful. This does indicate that, in this American data, there is at least some discrimination against persons with disabilities in the hiring process. McMahon and Roessler et al. (2008) also found that men filed more hiring discrimination claims than women, that Caucasians filed more than other ethnic groups, and persons with physical disabilities (especially with spinal problems) alleged discrimination more than other disability groups.

The employment interview can also contribute to hiring success for PWDs. Hayes and Macan (1997) proposed and field-tested a model of the hiring decisions of a job interviewer. They identified four important variables that influenced the interviewer’s hiring decisions (Hayes & Macan, 1997). The pre-interview impression made by the applicant is based upon the applicant’s information and qualifications. The applicant’s self-presentation and manner during the interview influences the hiring decision. The perceived attractiveness and likeability of the applicant can influence a hiring agent. Finally, the interviewer considers the overall employability of the applicant. Results from a sample of almost 70 PWDs, and based on a thorough literature review of interview hiring decisions concerning able-bodied applicants, the authors concluded that this model can be extended and valid when applied to PWDs (Hayes & Macan, 1997).

The above model shows that factors other than the job-related qualifications of a PWD can influence an interviewer and lead to hiring discrimination. For example, job applicants with a disability were more negatively rated in jobs involving much interpersonal contact in comparison with able-bodied candidates (Louvet, 2007). Rohmer and Louvet (2006) found that the mention of a disability on an applicant’s Curriculum Vitae had several negative consequences. These consequences included increasing the likelihood of a negative rating on the professional skills of the PWD.

The behaviour and presentation skills of the candidate with a disability can also influence the employment interview (Macan & Hayes, 1995). Macan and Hayes (1995) concluded that applicants with disabilities should discuss job-related aspects of their disability when they are being interviewed. Further support for the importance of self-presentation during a job interview was found in a study by Wright and Multon (1995). The perception that an employer may gain from a person’s non-verbal cues during a job interview may affect hiring decisions. They found that PWDs that were judged (by a graduate student

sample, N=21) to have good non-verbal self-presentation skills (especially eye contact) were perceived as more employable by employers (N=32) (Wright & Multon, 1995). Wright and Multon (1995) strongly advised training programmes for persons with disabilities aimed at the development of good non-verbal communication skills.

Despite possible recruitment bias, future hiring intent and willingness to hire have been related to past positive experiences with EWDs. One study focused on qualitative feedback from nine employers with experience in training and appointing workers with blindness (Wolffe & Candela, 2002). It was confirmed that previous contact or experiences of working with a person with a disability encouraged future appointments and positive attitudes. Another study focused on correlations between EWD job-match, employer satisfaction and future hiring intent in an Australian sample (N=656) (Smith, Webber, Craffam, & Wilson, 2004). Positive correlations between good job-match and employer satisfaction with an EWD, coupled with a high performance rating, was associated with future hiring intent. Another randomly selected sample (of 260 large city businesses and 274 small city businesses) indicated that managers with previous hiring experience of persons with disabilities would generally hire PWDs (Hernandez et al., 2000). The level of exposure to EWDs was also related to employer attitude and practices, according to a Fortune 500 survey (McFarlin et al., 1991). Executives with higher than average exposure to EWDs were more positive in their attitudes toward PWDs (McFarlin et al., 1991).

Even with willing employers, finding qualified PWDs can also present a challenge to companies. Domzal et al. (2008) reported that the greatest hiring challenge for large companies in their sample was finding qualified PWDs for vacancies. A lack of qualifications and work experience by PWD candidates was also identified as a barrier to PWD recruitment into companies by Dixon et al. (2003)

Finally, company characteristics can also influence hiring of PWDs. Larger companies, as well as government and non-profit organisations tended to favour employment of PWDs (Domzal et al., 2008; Levy, Jessop, Rimmerman, Francis, & Levy, 1993). Shang (2000) reports on the findings of interviews with 150 individuals (including government officials, local residents and PWDs) and a survey of 200 PWDs in two Chinese cities). The results of the survey suggested that these welfare enterprises are a very important source of employment for PWDs.

One can also explore beyond employer recruitment and hiring practices and focus the recruitment process for PWDs.

2.5.1.2 Recruitment experiences of PWDs

Work is equally important for PWDs and persons without disability (Gillies et al, 1998). Work can also facilitate wellness for PWDs (L. Van Niekerk, 2009). Despite this, many obstacles to employment remain for PWDs. Robinson (2000) interviewed nine PWDs and three themes emerged with regards to obstacles to employment. Firstly, the nature of their disability influences their ability to find work. Persons with progressive illness or varying health find it especially challenging to find work and would prefer flexible working arrangements. Secondly, employer misconceptions about the abilities of a PWD and concerns about corporate image were mentioned as possible deterrents to employment. Lastly, a lack of self

confidence, as well as “disillusionment and anxiety” (Robinson, 2000, p. 249), result from persistent and regular unemployment and further enhances the cycle of unemployment.

Predictors of work status for PWDs, according to a literature search by Lee and Park (2008), can be summarised under three headings: degree/severity of disability, presence of multiple disabilities and individual attitude. Other factors that may also predict employment can be social support and gender. From their literature review, Lee and Park (2008) divided their predictors of employment for PWDs into three factors: “sociodemographic, disability-related, and social environmental characteristics” (p. 150). They collected data for testing their theory on a representative sample (N = 1004) across South Korea through structured telephone interviewing. Regression analysis showed that eight independent variables were significantly related to employment status (Lee & Park, 2008). The eight variables identified included: gender (better outcomes for men), educational level (better outcomes for college graduates), social support (better outcomes for those living with a partner), degree of disability (better outcomes for less severe impairment). Also, the absence of multiple disability, previous communications training and urban dwellers had better employment outcomes (Lee & Park, 2008).

Potts (2005) states that a person with many social contacts (or much social capital) would be at an advantage when it came to finding employment. Vocational and rehabilitation professionals should consider and educate persons with disabilities on how to broaden and use their social networks effectively, such as meeting new people and joining common interest clubs and join in mainstream social activities. Internships at companies may also increase social capital, according to Potts (2005).

In a SA study, the strategies by which PWDs acquire skills and employment was investigated (Thabo Mbeki Development Trust for Disabled People, Disabled People South African, & Human Sciences Research Council, 2006). A convenience sample of 318 persons with diverse disabilities was surveyed. Skills acquisition and employment outcomes were enhanced by having access to buildings and information, as well as a willingness of service providers and employers to provide help. Qualitative feedback from respondents also included personality factors (such as intrinsic motivation) that facilitated skills acquisition. Social and formal networks were the most important source of job availability information for the respondents. The cost of accommodations to the work place and negative attitudes towards workers with disabilities were the most commonly mentioned barriers to employment. A strong focus on integrative employment solutions were mentioned as an effective strategy for institutions that train persons with disabilities (according to the data from the case study approach) (Thabo Mbeki Development Trust for Disabled People, 2006). The South African Disability grant was mentioned as a counter-productive measure when encouraging employment for PWDs.

Once a PWD has gained employment, his/her career will be influenced by the attitudes of the employer and an organisation’s culture.

2.5.2 Attitudes towards disability and organisational culture

This section will explore attitudes towards PWDs in organisations. It will start by defining an organisation and culture separately, and then explain what organisational culture is and how attitudes and the

concept of organisational culture relate. The rest of the section will then explore employer and co-worker attitudes and attitude towards specific disability types.

An organisation is an “assembly of people working together to achieve common objectives through a division of labor”, according to Mote (1995, p. 1112). Organisations of different sizes and function usually have three shared characteristics (Mote, 1995). Firstly, organisations have a structural division of labour, both horizontally (among persons with the same job class) and vertically (between labour classes). Secondly, there’s a structure by which decisions are taken and derived at in organisations. Finally, there are formal rules and policies in place that govern the operations and behaviour of individuals in the organisation. Organisations can also have a certain culture.

Culture, according to Alvesson (2002), represents common meanings and symbols that develop in any given group and that greatly influence and explain behaviour and social interaction. Organisational culture definitions, according to Schein (2000), usually “refer to how people feel about the organi[s]ation, the authority system, the degree of employee involvement and commitment” (p. xxiii). Organisational culture refers to shared values, norms and beliefs by individuals and groups within an organisation (Du Plessis, 2006). These norms influence interaction within the organisation and also interaction with others outside the organisation. Ideally the organisational culture should have values and beliefs that extend throughout the organisation and lends support to the overall objective of any given organisation. Brocklehurst (2005) also adds that organisational culture, as is the case with culture in general, is not stagnant, but rather re-defines and re-organises continually.

By studying organisational culture, one can look both at current individuals’ attitude, as well as collective (group) attitudes at a point in time (Brocklehurst, 2005). Collective attitude and individual experiences of both employers within an organisation and employees of the organisation will provide an in-depth picture of the organisational culture that exist within a given population at a specific space in time (Brocklehurst, 2005). In terms of capturing and understanding the essence of an organisation’s culture, Schein (as cited in Schur et al., 2005) suggested three levels of investigation. One can ascertain what present organisation members deem necessary or did in order to become a part of the group (acceptance). Secondly, one can look at the organisational structure and determine the distribution of power and potential for advancement. Lastly, by studying the reasons and methods of obtaining positive feedback versus negative feedback from peers and management can yield, one can develop an understanding of an organisation’s culture (Schein cited in Schur et al., 2005).

There are three levels of organisational culture (Schein, 1990). The first level of organisational culture represents “observable artifacts” (p. 111), or any physical and visible elements or permanent policies in the organisation. The second level of culture is the “espoused or documented values, norms...” (p. 112) that have been formulated for the organisation. Lastly, core values and assumptions evolve unconsciously within the organisation and most members of the group subscribe and promote these core beliefs. These assumptions are reflected in behaviour and often present in the other two levels of culture.

Schur et al. (2005) offer an example of ‘cultural’ conflict that may arise when Schein’s three levels of organisational culture are incongruent. It may be that organisational policy may subscribe to disability equity employment opportunities, but members of the organisation may not believe this is fair or wise. Also, an inaccessible environment may counteract policy decisions.

2.5.2.1 Employer attitudes towards PWDs

Managers, as decision makers in any organisation, dictate to a considerable degree what happens within their departments. Several studies (mostly outside SA) have focused on employer opinions and feedback to explore organisational culture and to explain the under representation of PWDs in the open labour market. Some studies have also focused on dedicated managers that have provided the impetus for advancing the integration of PWDs into the open labour market.

It appears that global attitudes of employers are mostly positive, but that more negative attitudes are found when investigation probes specific, narrower constructs (Hernandez et al., 2000). Hernandez et al. (2000) reviewed literature from 37 USA-based studies concerning employer attitudes towards workers with disabilities. Social desirability to appear in positive light due to social pressure may explain this difference, according to the authors. The employers’ educational background and an organisation’s size seem to mediate attitude. Managers from large businesses indicated that they would generally hire from this group. Also other facilitators can create a positive attitude by managers towards hiring PWDs.

Employers with previous hiring experience of PWDs have a more positive attitude towards PWD employment (Hernandez et al., 2000). With a more narrow focus on persons with developmental disabilities, Morgan and Alexander (2005) also found, with survey data, a general indication of willingness by employers to hire more persons with developmental disabilities. Feedback from experienced employers (in terms of employing PWDs) identified numerous advantages and concerns concerning employment, but most were willing to hire from this group again. High rates of work attendance by workers with disabilities were mentioned as the main advantage to employment of the group, whereas concerns about safety and quality control were most frequently mentioned (Morgan & Alexander, 2005). McLaughlin, Bell, and Stringer (2004) compared employer satisfaction between employees with and without a disability. They also concluded, from other literature, that one variable consistently associated with future hiring intent of persons with disabilities was previous positive experiences that the employer had concerning a worker with a disability. Unfortunately, though, more willingness to hire does not necessarily translate to actual hiring practices (Hernandez et al., 2000).

Other common characteristics of employers/managers willing to appoint and employ PWDs were identified by Gilbride, Stensrud, Vandergoot and Golden (2003). Three main categories, with 13 distinct characteristics, emerged from their interviews with EWDs, employers with current/previous experience of employing PWDs and job placement personnel. The three main categories identified were: work-culture, job match and characteristics of employers, and organisational support.

Elements that Gilbride et al. (2003) grouped under the term “work cultural issues” (p. 132), other authors have discussed as organisational culture (including the norms, policies and practices that define an

organisation). This represents their first main category where positive characteristics can promote integration. Employers who embrace diversity and full integration of workers with and without disabilities and who are willing/able to provide accommodations in the physical environment are favourable to employing PWDs. These employers also focus on performance-based outcomes and are flexible when it comes to task performance.

Employers that carefully analyse job-person fit when identifying suitable candidates for a job are willing to employ a person that can perform the essential job functions, irrespective of any other (almost irrelevant) limitations/disability. This “job match” (p. 134) category of Gilbride et al. (2003) also includes employer characteristics such as an openness to discuss reasonable accommodation and a willingness to offer on the job training or internships. The skill of the employer in managing diversity can potentially promote the inclusion of PWDs in organisations. This employer characteristic, coupled with perceived organisational and community support, describes the third category in Gilbride et al.’s (2003) grounded theory on characteristics that are found in employers willing to employ persons with disabilities.

Apart from employer and managerial attitudes, employee relations are central to any organisation’s functioning. One of the important elements in determining an organisations culture is co-worker interactions.

2.5.2.2 Co-worker attitudes towards PWDs

Modern organisations may find their competitive edge through proper personnel management (Major, 2000). It is therefore important to understand what effectively integrates new employees into a new working group. Newcomers in organisations can and most probably will directly influence, transmit and perhaps even change organisational culture. Major (2000) highlights the following employee characteristics that should give organisation the tools to compete in today’s every changing business landscape: flexibility and adaptability; self-development and continuous learning; teamwork and the sharing of important information (paraphrased from pp. 357 – 358). The significance of these tools is the insight that it reveals concerning the importance of integration of the PWD into his working team.

The attitude of the co-worker can influence behaviour towards an EWD. Miller and Werner (2007) attempted to predict what would induce helping behaviour towards a colleague with a disability. With regression analysis of two treatment conditions and a control group (a total of 133 college graduate students) the authors found that workers who did not mind putting in extra work for no additional direct benefit would provide more help to a co-worker with a disability (Miller & Werner, 2007). This is opposed to a worker who felt entitled to additional pay for additional work. More help was also offered to workers with a physical disability as opposed to a mental disability (Miller & Werner, 2007). McLaughlin et al. (2004) also found that the employee’s disability and its impact on job performance was a critical factor in co-worker acceptance and negatively related to stigma.

McLaughlin et al. (2004) found that judgement with regards to how well a EWD can perform their job adequately directly related to acceptance of co-workers with a disability (irrespective of disability type). In addition, stigma was found to mediate the relationship between disability type and acceptance of a co-worker with a disability. McLaughlin et al. (2004) used an experimental, between-subject design in order to

investigate the relationship between disability type (AIDS, cerebral palsy and stroke), stigma and individual characteristics as predictors of acceptance of an employee with a disability by co-workers. This implies that an attitude change away from stigma can promote very positive co-worker interaction between workers with or without a disability.

The amount of contact and type of contact can also influence co-worker attitude towards PWDs (Novak & Rogan, 2010). As was discussed in 2.2.1.2, actual contact with PWDs can counteract stigma. In the work setting, higher levels of contact, especially with PWDs of “equal status” (Novak & Rogan, 2010, p. 31), was associated with a more positive attitude from co-workers. Supervisor acceptance and more positive co-worker attitude were also associated with EWDs reporting positive support from, and integration into, their working groups.

For both managers and co-workers, though, attitude towards different disability types can differ.

2.5.2.3 Attitude towards disability type

Persons with physical disabilities receive more favourable judgement in comparison to persons with intellectual or psychiatric disabilities (e.g. Hernandez et al., 2000; Jones et al., 1991; Morgan & Alexander, 2005; Smit, 2001). Wright and Multon (1995) also found that employers perceived PWDs with good non-verbal communication as more employable than those with poor non-verbal skills. This may again prove to be an advantage for PWDs with less serious disabilities or disabilities that do not affect movement and speech.

Persons with a less severe psychiatric disorder have better employment outcomes than persons with a psychotic disorder (Baldwin & Marcus, 2007). Baldwin and Marcus (2007) explored the poor employment outcomes and wages for persons with mental disorders. This study provided insights into the employment outcomes (employment and wage rates) for four sub-types of psychiatric disorders: mood, anxiety, adjustment and psychotic disorders. Persons with a psychotic disorder seem to be the most stigmatised minority and also have the lowest wages, even when controlling for other influencing variables.

Positive previous experiences with a disability type can create positive attitude towards future employment of that disability type. A New York-based study by Levy, Jessop, Rimmerman, Francis, and Levy (1993) focused on employer attitudes concerning the employment of persons with severe disabilities. It is unclear from their explanation whether this only includes persons with severe intellectual impairment or other disabilities as well. They collected quantitative data (in the form of questionnaires) from a substantial random sample (N=418). Almost 60% of the respondents in the study had had previous experience with an employee with a severe disability, which was mostly positive. Although the sample itself may have a self-selection bias towards PWDs, most respondents indicated positive attitude towards the employability of persons with severe disabilities.

One Canadian study also showed a general feeling of support by the public of integrated employment for persons with intellectual disabilities (Burge et al., 2007). This sample (N=680) not only believed that integrated employment (especially unskilled work) would benefit the person with intellectual disability, but also that company image would not be negatively affected by having intellectually disabled employees

(Burge et al., 2007). The majority of respondents also concurred that a lack of training for, and ignorance of, the skills of persons with intellectual disability may disadvantage job seekers with an intellectual disability.

Despite the reported literature on attitude towards different disability types, Robinson (2000) found (with a survey of UK companies) that employers tended to group all PWDs into a single homogeneous group. This often also led to placing PWDs in stereotypical jobs. This highlights the complexity of attitude and how it contributes to stereotyping and how it can limit the careers of PWDs.

This section shows that attitude towards disability can influence the employment outcomes of PWDs. Several facilitators for changing negative to positive attitude have been discussed. Attitudes of employers towards disability can also influence their performance appraisals and the advancement opportunities for PWDs.

2.5.3 Performance appraisal and advancement for PWDs

Bias at work towards PWDs has been studied through investigating bias when appraising performance, when making predictions about future performance or when selecting possible candidates for a job (Colella et al., 1997). Positive bias can exist when it is deemed unkind to give a poor evaluation of an EWDs, especially in situations where evaluations have little consequence or due to initial low expectations. When a performance rating is negative for no other reason than a characteristic of the individual being evaluated (such as having a disability), negative bias occurs. There are several theories on why negative bias occurs towards EWDs (mentioned by Colella et al., 1997). The evaluator can feel that a person deserved the disability due to a prior wrongdoing, or general stigma towards people that are different. It can even simply occur due to a clash of personalities.

A model to describe the processes involved in job performance ratings was developed by Colella et al. (1997). A model of the appraisal process, with a focus on cognitive processes, quality of the employer-employee interaction, performance measures, employer's attributions and the consequences of the performance measurement emerged from their research. This model is based on "the notion that performance ratings are an indirect outcome of a cognitive process whereby ratees are categori[s]ed, stereotypes and beliefs are generated and, in turn, influence performance expectations, and consequently actual ratings" (p. 36). In a later study, the same authors conclude that disability-job fit stereotypes and consequences thereof should be considered when studying personnel judgements of PWDs (Colella, DeNisi & Varma, 1998). Colella et al. (1997) conclude that both higher and lower ratings than deserved do PWDs a disservice.

The attributes that are perceived as important in EWDs and their job performance evaluation may differ in comparison to able-bodied employees. McLaughlin et al. (2004) found that certain aspects of work performance (workplace climate, speed and accuracy of work performance) that influenced employer satisfaction differed between employees with or without a disability. This means that employers often use different 'criteria' when determining their satisfaction with employees with and without disabilities. This possibly indicates a type of bias and differed expectations that employers may have with regards to employees in these two groupings. Even more worrying was another study that identified a tendency to

generalise a bad performance rating on one person with a disability to the group of PWDs as a whole (Smith, Webber, Graffam and Wilson, 2004).

PWDs also tend to have lower level positions, receive lower remuneration and work fewer hours than their able-bodied counterparts (Schriner, 2001; International Labour Organisation, 2011). Kidd, Sloane, and Ferko (2000) found lower earnings (coupled with wage discrimination) for British males with disabilities in comparison to males without disability. Schur, Kruse, Blasi, and Blanck (2009) also found from data of 30 000 employees from fourteen USA companies that EWDs received less average wages than employees without disability. Also, PWDs reported less job security, training opportunities and involvement in decision-making at their companies (Schur et al., 2009).

PWDs often have less satisfaction in their careers in comparison to persons without disability. The Employment Access Questionnaire (EAQ) was administered and analysed by Gillies et al. (1998) in order to compare the importance of and satisfaction with work for both persons with blindness and those without. Persons with blindness reported less satisfaction with their careers and the education/training that they received prior to being employed. Another study on persons with blindness and employment was conducted by Wolffe, Roessler and Schriner (1992). They used the Employment Concerns Questionnaire, the forerunner for the previously mentioned EAQ. The employment concerns of this USA-based sample (N = 76) of persons with blindness centred on inadequate support for finding jobs and in limited financing of assistive devices. In an American sample, Schur et al. (2009) found that EWDs were less satisfied with their jobs and companies in comparison to employees with no disability.

The access to employment benefits (such as medical aid membership) is also an indicator of the quality of any given job. A study by Lustig, Strauser, and Donnell (2003) found in the USA that workers with disabilities often had less access (“the availability of a particular benefit for the employee” [p. 7]) to benefits in comparison to the general population. The authors concluded that EWDs “were less likely to have access to health insurance, paid vacation, paid sick leave, and retirement benefits” (p. 11), possibly due to the general trend that persons with disabilities are often employed in low paying jobs with few additional benefits (Lustig et al., 2003). Their finding, however, also indicated that medium to large enterprises tended to offer better employment benefits to PWDs in comparison to small businesses.

PWDs often face a “glass ceiling” (Braddock & Bachelder, 1994). This is an invisible barrier that prevents PWDs from advancing in their careers. This lack of advancement is also evident in SA. As reported in Chapter 1, the Commission for Employment Equity 2010-2011 report again highlighted that most PWDs remained either excluded from, or in lower level positions in, the labour force (SA DoL, 2011). PWDs represent only 1.4% of all top management levels and 1.2% in senior management in SA organisations. Gillies et al. (1998) also concluded that inadequate career development and limited training opportunities seemed to limit the careers of PWDs.

Two additional factors that can limit or facilitate the careers of PWDs are accessibility and accommodations at the workplace.

2.5.4 Accessibility, accommodations and disclosure

Physical barriers can partly explain the under-representation of PWDs in some organisations (Schur et al., 2005). Many authors have reported that physical accessibility at companies is lacking (e.g. Dixon et al., 2003; Smit, 2001; Targett, Wehman, & Young, 2004; Titchkosky, 2008). Some have also reported on access problems for PWDs near their working environments (refer to section 2.3.4). A Zimbabwean study, for example, found poor access for wheelchair users in the central business district of Harare (Useh, Moyo & Munyonga, 2001).

Others reported that most companies in their samples felt that their premises were physically accessible (e.g. Dixon et al., 2003; Robinson, 2000). Robinson (2000), however, discussed findings from a survey suggesting that employers over-generalised accessibility at their companies. What this means is that they responded that their companies were accessible through having ramps and office-setting jobs. This, however, only ensures access to a select few wheelchair users and not necessarily other types of disability (Robinson, 2000). Smit (2001) presents a checklist per disability type to help guide employers on ensuring physical and structural access to all their PWDs. Ensuring accessibility can form part of reasonable accommodations at organisations.

Reasonable or job accommodation can create suitable employment for PWDs by adapting the work environment to the needs/skills of the EWD. Job accommodations for, and retainment of, an EWD in a job where they also feel competent can contribute to the wellness of the EWD, as was found in a SA sample of persons with psychiatric disabilities (L. Van Niekerk, 2009). Reasonable accommodation, according to the Code of Good Practice on Disability in the Workplace (SA DoL, 2002), requires that employers will provide accommodation for the needs of PWDs in order to “reduce the impact of the impairment of the person’s capacity to fulfil the essential functions of the job” (p. 5). The term ‘reasonable’ implies that an accommodation must be cost-effective and not present an “unjustifiable hardship” to the employer.

A coding scheme in order to describe specific categories of job accommodation in terms of feasibility was developed by Chi, Pan, Liu, and Jang (2004). The potential job accommodation categories identified by Chi et al. (2004) were: job assignment; job analysis; training/instruction and accessibility (in terms of the physical environment, equipment and technology). This coding scheme is useful in its potential to provide a “checklist” for feasible accommodation for EWDs (Chi et al., 2004, p. 446). With reasonable accommodation, many job options can become a reality for PWDs.

EWDs often need accommodations at work, but the provision of these accommodations can be influenced by the willingness of the employer to arrange and provide accommodations (Vedeler & Schreuer, 2011). The employer is central to providing accommodations and their involvement in the process influences an EWD’s perception of the accommodation process, according to a qualitative study by Vedeler and Schreuer (2011). “As such, the employer became a gatekeeper who effectively or ineffectively translated the workplace accommodation policies into action” (Vedeler & Schreuer, 2011, p. 103). Workers are less likely to leave their employment after the onset of their disability when accommodation efforts by employers were made (Burkhauser, Butler, & Kim, 1995). Retrospective data analysis was used to determine the effect that

job accommodations by management has on the ability of male workers to perform their jobs after the onset of a disability (Burkhauser et al., 1995). Discouragingly, however, was that this study also found that accommodated workers still tend to leave their jobs prior to retirement age (Burkhauser et al., 1995). It was concluded that accommodation alone will not advance and ensure career success for people with disabilities throughout their working lives.

Job accommodations for employees that become disabled while already employed seem to be mediated by the perceived human capital of the EWD (Campiolieti, 2004). When employees received vocational training before the disability-causing accident, employers are more likely to grant an accommodation. It is also more likely that the employer at the time of the accident would give the accommodation, in comparison to a new employer (Campiolieti, 2004). Both the cost of replacing a skilled worker and institutional pressure can account for these findings.

The financial costs of accommodations being made for EWDs can deter employers from hiring PWDs (Dixon et al., 2003; Kaye, Jans, & Jones, 2011; Schur et al., 2005). Despite this fear of the cost of accommodations, others have found that accommodation costs are often low (e.g. Schartz, Hendricks, & Blanck, 2006).

Some other factors can also inhibit accommodation efforts by companies. Accommodation of the workplace and inherent difficulties with certain job requirements (such as heavy lifting) was also a challenge for the 126 organisations that completed a survey in the United Kingdom (Robinson, 2000). Domzal et al. (2008), as well as Dixon et al. (2003), also found many companies citing the nature of their company's work and job types in the company as inappropriate for PWDs to perform or a barrier to their employment.

One way for companies to plan for accessibility and accommodations is through disclosure of disability. The Technical Assistance Guidelines on the Employment of people with disabilities (SA DoL, 2007) include eight guidelines on disclosure of disability. PWDs have the right not to disclose their disability. Non-disclosure, however, means that an employer is not under an obligation to provide an accommodation. The employee also has the right to disclose at any time and to confidentiality of the disclosed information. The employer has the right to verify disability to the extent that it influences the essential functions of a given job.

Disclosure, however, is a contentious issue. With hidden disability, literature has found very low rates of disclosure (Madaus, Foley, McGuire, & Ruban, 2002; Price, Gerber, & Mulligan, 2003). Some authors have also described that disclosure is a complex issue and may be a risky strategy for PWDs with hidden disabilities (e.g. Dalgin & Bellini, 2008; Dalgin & Gilbride, 2003; McMillan, 2007), mainly due to the potential for discrimination and bias against the PWD. Apart from disclosure about having a disability, others have suggested that companies should be guided by PWDs themselves on the accommodations that they need (e.g. Smit, 2001).

The employment experiences of PWDs can be influenced by attitude, organisational culture and the provision of access and accommodations. The following section will explore ways in which to enhance the employment success and experiences of PWDs.

2.6 Suggestions to enhance PWD employment

Several suggestions concerning the integration of PWDs into the labour market can be found in academic literature, and will be related in this section.

2.6.1 PWD socialisation prior to employment

Mainstream schooling and socialising of PWDs with mainstream society can help with integrated employment. High levels of interaction with able-bodied peers correlate with positive integrated employment outcomes (White & Weiner, 2004). Young adults with disabilities should be prepared on how to engage in new social environments (Taylor, McGilloway, & Donnelly, 2004). Kamens et al. (2004) also found that an important aspect with regards to future inclusive employment outcomes seems to be community-based initiatives which challenge and educate through interaction between PWDs and young people without a disability. In an intervention that took place over three weeks at a college campus, scholars with a developmental disability were temporarily employed on campus and worked alongside able-bodied college students without a disability (Kamens et al., 2004). Positive interactions between scholars and students were reported by the PWDs. Another pilot project also found that the development of social skills of PWDs led to an improvement of employment opportunities and prospects for young adults with disabilities (Taylor et al., 2004). Finally, Carter, Austin, and Trainor (2012) found that children with disabilities that worked for payment in the community prior to leaving school had better rates of after-school employment.

Parental and other support structures can be utilised fully for young adults to gain from this support (Taylor et al., 2004). Strong family support can prove invaluable to a person with a disability, who in themselves can strive for appropriate skills acquisition and self-knowledge of their abilities and limitations (Klimoski & Donahue, 1997). High parental expectations of future job success for their children with severe disabilities, as well as involvement of children in household management were predictors of after-school employment for a young adult sample (Carter et al., 2012). White and Weiner (2004) showed that active teacher support was a predictor of employment success for students with severe disabilities. Utilising peer support in educational settings in order to support the education of students with disabilities was the topic of discussion for Carter and Kennedy (2006). The authors identified the following three key aspects that must be defined and that are necessary to form an effective peer support strategy: proper peer selection and pairing; continual support and training of the peers and adult monitoring of the peer partnership. Peer strategies must be tailored to individual needs and in terms of the specific school environment (Carter & Kennedy, 2006). Apart from socialisation for PWDs prior employment, young adults must also receive proper education and career training.

2.6.2 Young adult education and career training

The education and preparation of adults for the open labour market is important for integration. Taylor et al. (2004) reported on the positive results of an initiative, based in Northern Ireland, which provided employment training and support for young adults with disabilities. In the two-year pilot initiative, 122 people participated and achieved 160 qualifications. Others recommended better support in skills

development and career planning for persons with blindness, starting in public schools and then supported by rehabilitation agencies and community centres (Wolffe et al., 1992).

Supported employment (SE) can also facilitate the employment of PWDs in mainstream employment (L. Van Niekerk et al., 2011). SE operates on the premise that when the right amount and type of support is given to a PWD, even those with severe disabilities can be integrated into the open labour market (L. Van Niekerk et al., 2011). From a focus group of SE programme service providers in Cape Town (SA), L. Van Niekerk et al. (2011) identified four priority areas for successful SE programmes. Firstly, job coaches should source job opportunities for PWDs at employers through education and partnerships. Secondly, the decision to disclose a disability must be discussed with the PWD and a strategy for disclosure should be identified. Thirdly, potential employers and co-workers should be sensitised on the rights of PWDs and educated on working with a PWD. Lastly, PWDs should be assisted in all practical means available to the job coach in order to achieve and maintain employment.

Service providers from across disability types and within communities should form working partnerships in order to improve and identify specialised services to young adults with disabilities (Taylor et al., 2004). The cost-effectiveness that local, community-based interventions for PWD employment may have in comparison to national projects was also mentioned in an UK based employment initiative (Arksey, 2003). The People into Employment (PIE) project aimed to help persons and carers of PWDs who would not normally seek out employment services and open labour market employment. Numerous public, private and community-based partners supported this initiative. The PIE served as a central information hub, where clients could readily access employment, training and advice (and even financial support). An evaluation of the efficacy of this project was undertaken one year after operations started (Arksey, 2003). Of the 94 PIE clients, 59 were supported in gaining employment, indicating a high level of targeted success. Certain “key ingredients” (Arksey, 2003, p. 289) assured the success of the PIE initiative, including customised job searches (tailored to individual needs and abilities), access to information, detailed person-job fit analyses and support during placement by dedicated staff members.

Processes and partnerships to ensure the transition from sheltered employment to open labour market employment for PWDs must also be established. Parmenter (1999) highlights the need for co-operation in planning for employment, while incorporating the needs of the consumer, community services and social support networks. He reports on an Australian commissioned initiative to help PWDs with the transition from sheltered employment to mainstream employment. This initiative includes practices such as greater co-operation between sheltered employment agencies and recruitment agencies, and increased accredited training and skills development during sheltered employment (Parmenter, 1999).

Gilbride, Coughlin, Mitus, and Scott (2007) also introduced a model, called the Consortium for Employment Success (CES), by which rehabilitation agencies can increase inter-agency co-operation in order to enhance the employment outcomes for PWDs. The model is based on the sharing of information and resources in order to combat the historically segregated functioning of these types of agencies. They also reported the previous article by Gilbride, Stensrud, Vandergoot, and Golden (as cited in Gilbride et al., 2007)

that found that employers were often frustrated when confronted by different rehabilitation agencies, each with their own procedural and service related uniqueness.

Successful collaboration between employers and rehabilitation agencies also requires pre-defined structures (Gilbride et al., 2007). The number of partners in collaboration should be specified, as well as the differentiated functions that will be performed within the collaboration (Gilbride et al., 2007). A Memorandum of Understanding, according to the proposed CES Model, can form the backbone of defining expectations and responsibilities, as well as resource commitments by each partner in the collaboration. Gilbride et al. (2007) concluded the discussion of the proposed CES model with a summary of its benefits and challenges. The benefits should be, and are, related directly to the reasoning behind the model's development, in that it should promote inter-agency contact and provide more employers with a central point of contact. The reluctance of agencies to share their accumulated knowledge and contacts, as well as distrust between agencies, can provide substantial challenges to a CES model.

Public-private partnerships should be tailored in accordance to each unique situation (Unger, 2007). Unger (2007) discusses two partnerships that provide employment services (of and for PWDs) according to employer demands. Both were borne out of a need by employers either to diversify their workforce through appointing EWDs and/or to support a valued worker who acquired a disability back into employment. Unger (2007) concluded, however, that although several seemingly successful private-public partnerships yielded promising employment outcomes for both the job seeker and employer, this type of partnership is not "one size fits all" (p. 47).

State initiatives to enhance the employment outcomes of PWDs should also aim to promote inclusion. In the USA, the "One-stop career centres" have replaced the unemployment office and aim to provide Americans with training and support to keep them employed. Previous studies (cited by Gervey, Costello, & Ni, 2007), have found that PWDs are generally less satisfied with the services they receive from these centres in comparison to able-bodied customers. In Gloucester County, a study was undertaken in order to assess whether staff training at these "One-stop career centres" positively influenced customer satisfaction and employment outcomes of customers with disabilities (Gervey et al. 2007). Although this study provided mixed results (possibly also owing to the small sample size), it seems that staff were resistant to change and that the individualised needs of PWDs may not be met within this state-sponsored employment initiative.

A further investigation into the "One-stop career centres" and other vocational rehabilitation public service systems in the USA yielded more insight about important factors associated with service delivery (Metzel & Giordano, 2007). The location of these services is an important factor when PWDs want to access their services. The authors found that there was a mismatch between communities with great need of employment and the actual location of employment services. They question the logic behind site selection and state that "the majority of locations were chosen for reasons unrelated to the goal of making employment services accessible" (p. 94-95). The authors propose that alternative service delivery, such as online services and satellite community sites, should be considered strongly in service delivery designs.

Finally, the education of rehabilitation personnel should not only provide proper theoretical knowledge (in terms of formal education and certification), but should also include further self-study and continuing education (McFarlane, 1998). McFarlane (1998) presented a framework for the education of rehabilitation personnel. Not only should the enhanced and continual education of rehabilitation personnel be supported by educational institutions, but also by policy makers, employers and the personnel themselves. Policy should also move forward from the theoretical to the practical through better personnel development (McFarlane, 1998).

Once PWDs are socialised in the mainstream and have proper education and career training, disability policy and recruitment practices should also enhance PWD employment.

2.6.3 Establish appropriate disability policy and recruitment guidelines

Appropriate disability policy, all the way from government to company policy, needs to be developed through collaboration and enforced/refined further within any given application (Westmorland & Williams, 2002). The following policy recommendations for successfully employing PWDs are given (Westmorland & Williams, 2002):

- The process of policy development should always include consultation with PWDs.
- Formal and defined management plans should be established with regards to EWDs.
- Accountability and adherence to policy should be enforced through appropriate legislation.
- Educational opportunities for organisations with regards to employment of PWDs should be developed on national and local level.
- Collaboration and communication between government, consumer agencies (that cater for the needs of persons with disabilities) and organisations must be encouraged.
- Educational institutions should include disability sensitisation training workshops.

Simkiss (2005) also identified that a plan to influence disability policy must be established by companies. Smit (2001), for example, suggests assigning the task responsibility of recruitment and Equity compliance to one specific person in the organisation (Smit, 2001). The utilisation of disability-friendly recruitment/selection procedures may also increase recruitment success (Smit, 2001). From data collected through employer surveys since 2006, the Burton Blatt Institute (BBI, 2011a) also identified best practices for inclusive policies in companies. Inclusive policy integrates all types of employees in an organisation and can either be part of written documents or practices in a company. Proper planning and support of inclusive policy is necessary from management, but should also be ensured through processes such as reasonable accommodation and equal opportunity recruitment.

Diversity policy should also address “multiple areas of the workplace” (BBI, 2011b, p. 3). Recruitment strategies should include specific and concrete goals and strategies for designated groups. Job training should be available and accessible to all employees, but also include sensitisation to a diverse workforce. Any social environments and activities should also be accessible and available to all employees. Management should have representation from different groups of employees, including PWDs. HR staff must be trained and sensitised on diversity and management must reinforce the need and orientation of the

company for diversity management. Furthermore, diversity policy should be communicated throughout the organisation in a variety of formats, and there should be an assessment of the efficacy of the diversity policy by measuring both the representation of different groups of employees, but also the satisfaction of groups of employees (BBI, 2011b).

In terms of recruitment of PWDs, community services for PWDs and specialised recruitment agencies should work in partnership to ensure optimal placement for PWDs (Smit, 2001). Robinson (2000) concluded from her employer survey and interviews with PWDs that better communication and a “fully integrated and co-ordinated service” (p. 253) was needed between job providers and employment services for PWDs. Metzger and Giordano (2007) also raised the question of accessibility to employment services. Their research in the USA highlighted that employment services should be sufficient and located within reach of PWDs.

Partnerships/networks between industry and disability service providers can also enhance recruitment success for PWDs. The Business Leadership Network (BLN), based in the USA, is an example of an employer-led initiative in order to form a marriage between employer needs to identify talented and “untapped” resources and the needs of employment for PWDs and their service providers (Van Lieshout, 2001, p. 77). The successful fulfilment of the needs of both the employer and the employee provides the focus for the BLN.

Once a disability-friendly policy and recruitment practices are in place at an organisation, the organisational environment must also be prepared for PWDs.

2.6.4 Preparation of the organisational environment

Preparation of the working environment can include changes to increase accessibility/accommodations, increasing managerial knowledge and preparing/sensitising an organisation’s culture to PWDs.

2.6.4.1 Increase accessibility and improve the accommodation process

Social services agents are in a position not only to understand and nurture the ability of the individual with a disability, but also to provide knowledge about functional adaptations needed in the workplace (Klimoski & Donahue, 1997). An accessibility audit can be performed and necessary adjustment made and must be budgeted for by organisations (Smit, 2001). If the proposed adjustments are unpractical or too costly, organisations can still employ certain groups of PWDs (such as persons with hearing impairment), according to Smit (2001).

Effective reasonable accommodation policies and practices in organisations should incorporate six components, according to the Burton Blatt Institute’s *Demand-side employment placement models* (BBI, 2011c, paraphrased from p. 3). There should be written and accessible policies on reasonable accommodation. There should be a written and clear procedure for accommodation requests. Specific people should be assigned and available for processing and negotiating accommodation requests. A staff member in the company should be assigned the role of supporting and advocating for EWDs on accommodation requests. The right to confidentiality of medical records of employees should remain and only information

relevant to the accommodation request should be used. A central company fund for accommodation would mediate the process and protect divisional funding and reduce resistance to accommodation costs (BBI, 2011c).

In terms of accommodating a person with an acquired disability, several employer initiatives can ensure continued employment for the PWD. Job descriptions can have reasonable accommodations made in terms of job execution (Smit, 2001). Involvement of the actual employee with a disability may also improve the quality of the accommodations (Smit, 2001). An European initiative on job retention for PWDs is reported by Simkiss (2005). She describes a sharing of information that took place between role players from the UK, Spain, Sweden and Poland on good practices that employers, employees and service providers can use (and have used) in order to keep PWDs in employment. This collaboration also aimed to influence and educate policy makers on the advantages, such as reducing state disability benefit spending, of keeping people employed. Key areas for worker retention seem to be early intervention by multi-disciplinary teams to avoid job leaving and encourage a return to job for PWDs (Simkiss, 2005). Employers need to be educated on retention methods and more awareness raised on state incentives for helping to accommodate an EWD.

Schartz, Hendricks, and Blanck (2006) also suggested that employers take a holistic view on accommodation costs. Employers should calculate all costs and benefits associated with making accommodations. Schartz et al. (2006) found that when direct and indirect costs and benefits of accommodations were considered, and when a distinction was made between disability-specific accommodation costs and standard employee costs, accommodations were often inexpensive. This means that the benefits of providing accommodations often balances out the costs of making accommodations.

Another way to increase employment success for PWDs lies with educating managers and sensitising an organisation's culture.

2.6.4.2 Education of managers and sensitisation of an organisation's culture

New/potential managers of PWDs may greatly benefit from a network of contacts with knowledge of hiring and integrating PWDs (Wolffe & Candela, 2002). A central, computerised database consisting of willing 'informants' and advice seekers may prove an invaluable source of information exchange and should enhance employment outcomes and experiences of workers with disabilities (Wolffe & Candela, 2002). Peck and Kirkbride (2001, p. 71) provides four suggestions for allaying fears and increasing managerial knowledge on disability:

- the fear of hiring cost can be overcome with education by rehabilitation professionals of employers on policy and reasonable accommodation practices;
- the fear of productivity loss and increased supervision can be addressed by rehabilitation professionals understanding a business' needs and hearing their concerns;
- the fear of never being able to fire an employee with a disability can be dispelled by proper consultation with the employers on fair and lawful business practises and their rights;

- the fear of only providing a charitable solution to a person without skills can be alleviated by focusing on promoting personal skills (and on the job support) and a person's assets, rather than focusing on their disability.

Managers can also promote equity principles and diversification of the workforce. The commitment of top management to diversifying their work force is important to PWD integration (Schur et al., 2005; Westmorland & Williams, 2002). Appropriate manager selection and reward strategies are also important integration tools, according to Schur et al. (2005). Quality and positive relationships between managers and all employees also promote an inclusive culture (BBI, 2011d)

An organisational culture with core values such as "acceptance and inclusiveness, tolerance and cooperation, and mutual respect and support" (Klimoski & Donahue, 1997, p. 126) should be fostered. Westmorland and Williams (2002) conclude that a positive organisational culture of open communication, willingness to change and accommodation, can help integration. Schur et al. (2009) also found that companies with organisational cultures that were perceived as fair and responsive to workers had less discrepancy in terms of attitude and satisfaction of workers with and without a disability. They concluded "that corporate cultures that are responsive to the needs of all employees are especially beneficial to employees with disabilities" (Schur et al., 2009, p. 381).

Sensitisation or awareness-raising of management and staff with regards to PWDs and their potential as employees will help integrate PWDs (Smit, 2001). Sensitisation training of employees (as well as recreational contact with PWDs) is important for integration (Schur et al., 2005). Labour unions can promote practices that encourage re-integration of workers who acquire disabilities, whereas customers/clients can address and adjust their own stereotypes about persons with disabilities (Klimoski & Donahue, 1997).

Finally, after-placement opportunities and on-the-job training can help integration of PWDs.

2.6.5 Enhance the employment experience through training and opportunities

After-placement support and on-the-job training can enhance the employment experiences of PWDs. In the USA, White and Weiner (2004) showed that a least-restrictive working environment and on-the-job training were strong predictors of continued employment for students with severe disabilities. Schur et al. (2005) suggest training of potential candidates through internships can help PWDs gain entry into an organisation. The recognition of achievement of all employees (including those with disabilities) fosters a positive working environment and enhances the potential for PWDs to advance in a company (Schur et al., 2005). Flexibility and autonomy in job execution may also facilitate the employment experiences of PWDs (Schur et al., 2005). Finally, encouraging disability networks and peer support groups within organisations can have positive consequences for PWD integration (BBI, 2011e; Schur et al. 2005).

2.7 Summary

This chapter presented literature on disability and employment. The models of disability were discussed and the ICF model selected as the most appropriate. A discussion on the attitudes towards PWDs was related, with specific reference to bias, stereotyping of disability, but also of how to reduce bias. The

experience of living with a disability section showed the multiple challenges the PWDs face, but also which facilitating factors can help PWDs achieve positive growth. The chapter continued with an in-depth discussion of employment for PWDs, as well as the employment experiences of PWDs. Both challenges and facilitators in employment integration were presented. The chapter concluded with literature on how to enhance the employment success and experiences of PWDs. This chapter provided the necessary theory and knowledge to formulate the research objectives and method for the current study.

3 Methodology

The following chapter presents all methodological considerations and procedures for the survey and case studies. From a thorough literature review and a study of methodological strategies, the following research questions emerged for the survey:

1. What are the recent history and future intent and willingness of employers for hiring PWDs?
2. Which attributes of PWDs are important to employers in potential and current EWDs?
3. What type of information would help employers to hire PWDs and which facilitators exist for hiring PWDs?
4. Does disability type influence opinions of employers in terms of job type and employability?
5. What is the overall knowledge and familiarity of companies with regards to disability employment resources, DPO's and governmental policies in SA?
6. What are the practices and policies in SA companies with regards to disability employment?
7. What are the accessibility and accommodation practices at companies?
8. How are the job performances of current EWDs judged by companies?
9. Are there any differences between demographics of the employer (company size, company type and percentage of EWDs employed) and their practices and opinions with regards to EWDs?
10. Which recommendations can employers give to improve disability integration in SA companies?

The following research questions emerged for the case studies:

1. What are the perspectives, practices and policies in recruiting, employing and advancing PWDs in three companies with proven records of PWD employment?
2. What are the experiences of and with EWDs that are employed in the above three companies?
3. What initiatives do the company have for integrating PWDs into the company?
4. What are the facilitators and barriers to integrating PWDs into SA companies?

This chapter will present the research design and methodological procedures for both the survey and case studies. The process of participant selection and other logistics will be discussed. The content of the survey, as well as the interview schedules will be related. Finally, the ethical procedures and controls for both the methods will be given.

3.1 Design

A mixed methods (quantitative and qualitative) design was followed to explore the research questions with regards to disability employment in SA. Mixed methods research allow researchers to explore more complex research questions by collecting data from multiple and different methodological angles (Yin, 2009). Swanborn (2010) explains that a mixed methods approach can be used to explore research questions both in "width" (with a survey) and in "depth" (with case studies) (p. 140). Finally, Flyvbjerg (2011) says that a case study is useful when trying to understand a phenomenon thoroughly, quantitative exploration is needed to understand the extent of the phenomenon in a population, but that mixed methods research can offer the following:

“If you want to understand both, which is advisable if you would like to speak with weight about the phenomenon at hand, then you need to do both case studies and statistical analysis. The complementarity of the two methods is that simple, and that beautiful” (Flyvbjerg, 2011, p.314).

This section will first relate the quantitative design and then present the qualitative design.

3.1.1 Quantitative

A cross-sectional survey design was chosen in order to answer the first set of research questions. The current study commenced with the development, testing and administration of a new survey questionnaire. All participants in the survey completed the questionnaire only once.

Companies are familiar with, and regularly participate in, survey-style research. Surveys are useful tools that incorporate sound methodological development and strong sample sizes (Sapsford, 1999). Sapsford (1999, p. 4) observed the following on the widespread use of surveys:

...the growth since the middle of the [twentieth] century in surveys to measure beliefs, opinions, preferences and habits...measurement of population [and their belief] has become a major resource for planners and for commerce. Whenever we need to know the characteristics of a population, or its resources, or its needs, or its opinions, the natural thing to do is to go out and ask questions...

The power of a well-developed survey is in the way in which it provides ample information for feedback and re-evaluation of organisational policy (Sapsford, 1999). Surveys yield statistics that can be used to generalise to a bigger population and obtain group opinions. In terms of potential impact for this study, it was deemed necessary to be able to give participating companies, DPO's and governmental departments concrete, statistical and quantitative results. This should help them to interpret and investigate their own policy and understand of the way in which EWDs are perceived and treated.

Kerlinger and Lee (2000) identified two advantages and three disadvantages to survey research. The two advantages are (p. 613):

- Obtaining a great deal of information from a large population;
- Information from large samples tend to be very accurate in describing a population on specific variables.

The three disadvantages identified by Kerlinger and Lee (2000, p. 641) are:

- Surveys may produce a lack of in-depth knowledge;
- Survey research is often expensive and time consuming;
- Sampling errors may also yield inaccurate information.

Although the disadvantages of surveys are recognised (and discussed in Chapter 6), the advantages provide valuable information on a little-explored topic of this kind. The ability to obtain a great amounts of information from the sample on various variables is the biggest advantage of a survey.

The use of quantitative research cannot, however, provide a complete picture of the employment experience of PWDs in SA. In order to further explore the way in which employers, co-workers, HR and

EWDs actually experience working together in SA companies, an additional qualitative design was also deemed necessary.

3.1.2 Qualitative

The qualitative component of the study was designed in order to obtain rich descriptive data which could embed the broader findings from the survey in more detailed descriptions of practices, attitudes, experiences and challenges. Unique and richly descriptive data can be yielded from a qualitative approach, but care must be taken with the limits to representativeness or generalisability that this low-constraint approach implies.

The focus for the qualitative component was finalised only after findings from the survey began to emerge, so that questions asked could be as pertinent as possible. Semi-structured interviewing was employed to investigate the qualitative research questions. As McGrath and Johnson (2003) point out, qualitative and quantitative research need not be approached as opposing perspectives, but rather as complementary.

The qualitative part of the study was investigated through a case study approach, using three companies as cases. Case study research is explained as follows (Eriksson & Kovalainen, 2008):

A central feature of all case study research is the construction of the 'the case' or several 'cases'...This means that the research questions are always related to the understanding and solving of the case: what the case is about and what can be learned by studying it. (p.115)

Each case must also have boundaries; it should be clear where the case begins and ends. Eriksson and Kovalainen (2008) explain that there are two types of case study research. The first is an intensive case study, where a unit or individual possesses some exceptional quality and everything is done to yield a rich description of that unique case. An extensive case study, however, focuses on an issue and uses several individuals and ways to investigate this single issue. This is done to generate or expand theory on the issue. Similar empirical data would need to be collected across cases. The current study followed the latter type of case study.

The current study also applied a multiple-case design (Yin, 2009). This design describes a case study method whereby each company not only served as an individual case, but also that the study as a whole explored three (multiple) companies. A case study approach (each company represents one case) was employed in order to expand our knowledge on what companies with a proven record of employing EWDs experience when: hiring and managing an EWD (supervisors); working with an EWD (co-workers) and creating a diverse workforce (HR and other personnel). Finally, the experiences of EWDs in these companies were also explored.

3.2 Procedure

The quantitative and qualitative sampling techniques, as well as participant selection, will be related in this section.

3.2.1 Quantitative

The sampling technique, as well as participant selection for the survey research, will be related in this section.

3.2.1.1 *Sampling technique*

Although self-employment, as well as micro (less than five employees) and small (five to 50 employees) enterprises (SA Department of Trade and Industry, 2008a), present important avenues for PWD employment creation in SA (SA Department of Trade and Industry, 2008b) the choice was made to focus on businesses with more than 50 employees. This decision was guided by three considerations. Larger companies are much more likely to have a HR department and a specific head of HR. As the head of HR was targeted as the company representative to complete the survey, it was deemed more practical to include only medium and larger companies. Secondly, larger companies are more likely to employ some EWDs, which would enable the survey respondent to complete most parts of the survey and also increases the chances that the company has a disability policy. This increases the amount of data that can be obtained from the surveys. Thirdly, the survey enquired about the respondent's familiarity with the EE Act and related SA legislation. As the EE Act is only binding to companies with 50 or more employees (EE Act, 1998), the decision to only include companies with more than 50 employees was further justified.

The initial sample population of companies was identified through the MarketLine Library database (also called Datamonitor360). MarketLine lists companies in each country based on certain pre-defined qualifying parameters, such as stock listings, industry ranking or financial sector coverage (Datamonitor, 2009). MarketLine also generates company profiles for each of its listings, which include information on each company's structure and function. Information is provided on: key company facts; company overview; business description; company history; executive listings; product listings and locations (Datamonitor, 2009).

MarketLine's research methodology is under strict quality control by their senior staff at the MarketLine administrative company, Datamonitor. The Datamonitor company (H. Hassen, personal communication, November 18, 2009) "draws on extensive primary and secondary research, all aggregated, analy[s]ed, crosschecked and presented in a consistent and accessible style. The collated data is fed into vast databases and forecasting models which in turn drive our analysis and recommendations." The selection of companies to their "Company profiles" pages is based on a scoring system that includes criteria such as a company's listing on their regional stock exchange, their coverage by a major investment bank (Datamonitor, 2009). Companies covered by MarketLine are ranked in descending order from most points and annual revenue (in US dollars).

One can access the specific sample data by logging onto MarketLine (now called Datamonitor360), through the Stellenbosch University library site. At the time of the survey sampling, the "South Africa Overview" link included "Company Profiles" for 283 listings. When one clicked on the Company profiles, all company names, annual revenue (in \$) and number of employees appeared in a table. One could then select any company hyperlink for further detail.

Only 19 companies on MarketLine displayed fewer than 50 employees (at the time of the survey sampling in 2009) and these were excluded from the sample. Thus, a sample size of 264 was initially used. This sample size was again refined through telephone contact with each of the 264 companies.

Some companies within the group of 264 approached reported that they had fewer than 50 employees and they were also excluded. Other companies indicated that they had no central HR and that individual companies (as opposing to the holding company) should be approached. They were asked to provide a list of their individual companies (with more than 50 employees) and each of these individual companies was then invited to take part in the study. This resulted in a population size of 259 from MarketLine.

This initial MarketLine sample did not provide a satisfactory sample size. It was decided to expand the sample to include all companies listed on the Johannesburg Stock Exchange (JSE). A full list of all active JSE companies was obtained via email from a JSE Limited staff member (W. Tshabalala, personal communication, June 10, 2010). This list was compared to the MarketLine list and duplicate entries were removed. Furthermore, companies that indicated that they had fewer than 50 employees were also removed. Both the MarketLine and JSE samples were contacted in similar fashions. This yielded an additional 89 companies that were invited to take part in the study. This rendered a final population size of 348 companies that were invited to take part in the survey.

3.2.1.2 Participant selection and procedure

In MarketLine, by clicking on the key facts and overview hyperlink, one could access a section on the company's key employees (Datamonitor, 2009). If the HR director was not listed on MarketLine, the company website was consulted. The company website address was listed on MarketLine and was then accessed for each company. Within each company website, the most appropriate contact detail for the HR director was sought, mostly within the company "About us" or "Investor relations" sections. If all the above strategies failed, the researcher contacted the head office telephonically and requested the postal address for the HR director or senior HR officer of each company. All postal addresses and contact names were confirmed by the current researcher by telephone before letters were posted or emailed.

The JSE list of companies (received via email) did not contain any contact details. The companies that were selected for participation were contacted telephonically. Telephone numbers were obtained through an online search of company websites. The contact name of the head of HR and their postal address (or email address if preferable) was obtained from the company head offices.

The participant was first approached via email or telephone by the researcher. Mixed-method communication is suggested by Dillman, Smyth, and Christian (2009) in order to establish better rapport and trust between the researcher and participant. The research was briefly explained to the contact and a postal or email address was requested for the formal invitation letter.

The following suggestions by Dillman et al. (2009, p. 23) were incorporated into both the incentive and invitational and reminders' designs to increase the response rate of the survey:

- provide information about survey beforehand;
- appeal for help (social responsibility);

- show positive regard;
- say thank you;
- support group values;
- give tangible rewards;
- make the questionnaire interesting;
- provide social validation: people similar have also completed;
- inform people that response opportunity are limited.

The invitation letter, on official university stationery, gave a brief description of the survey purpose and benefits. Copies of the letters to the MarketLine sample and the JSE sample are provided in Appendix A. The participant was approached at this stage via postal letter or a PDF copy of the postal letter via email. The letter was signed by the current researcher and doctorate supervisor on official Stellenbosch University stationery. Dillman et al. (2009) emphasises that trust can be established between the surveyor and potential participants by “obtaining sponsorship by legitimate authority” (p. 23) and also by ensuring that all information is treated confidentially. Both these techniques were employed in the current survey. DPO endorsement was obtained (refer to Section 3.6) and official Stellenbosch University stationery was used. The invitation letter also assured confidentiality to the participant.

The invitation letter also included the incentive of receiving a benchmarking report at the conclusion of the survey. The benchmarking report was a summary of the responses to all the questions for the aggregated survey responses from all companies. The report was standardised and a copy of the report was emailed directly to each participant.

The following guidelines with regards to invitations and implementation of the survey was also provided by Dillman et al. (2009, pp. 297-299). The guidelines that were utilised in the current survey are listed:

- personalise contacts to respondents;
- send individual emails;
- original invite should include the what, why, how, confidentiality agreement;
- first reminder: explain that invite was sent (date), thank already responded, ask again for other responses;
- 2nd reminder: personalise and emphasise importance and limited time left;
- carefully and strategically time all contacts with the population in mind;
- call respondents if necessary;
- keep email contacts short and to the point;
- take steps to ensure emails are not flagged as spam;
- carefully select the sender name and address and the subject line text for email communication;
- provide clear instructions for how to access the survey;
- make obvious connections between the opening screen and other implementation features/previous correspondence;

- assign each sample member a unique identification number.

A maximum of three email/telephonic enquiries on participation was made, after the initial invitation letter was sent. This was done to encourage a higher response rate by repeated reminders of the invitation. The highest response rate seemed to be reached after the second reminder. Couper (2008) offers the following suggestion regarding email reminders to participants. The first reminder can be emailed three to four days after the initial invitation, the second reminder eight to twelve days after and a third and final reminder can be sent with specific instructions on how to complete the survey before the deadline. These suggestions were roughly adhered to in the current survey.

Willingness to participate had to be indicated via email to the researcher's email address. After the contact agreed to participate, the survey invitation was sent to each participant electronically. The survey in this study was a self-administered questionnaire that was completed online by one participant per company. The participant was also allowed to nominate another manager to complete the survey in their stead. The survey invitation was then forwarded to the new contact for completion. Each participant had a unique link to access the survey.

It was decided to administer the survey only in English, owing to its universal nature in business in SA. The survey was available only online, which should not have excluded anyone in a business setting, with access to the internet readily available. After completion of the survey by the sample, the qualitative procedure was established.

3.2.2 Qualitative

The sampling technique and participant selection procedure are discussed in this section.

3.2.2.1 Sampling technique

Purposeful sampling was used for the case studies. "In qualitative research the sample is intentionally selected according to the needs of the study, commonly referred to as 'purposive sampling or 'purposeful selection'" (Boeije, 2010, p. 35). The case studies aimed to explore companies with proven records of PWD employment. As such, the criterion for selection to the case studies was that the company should employ more than two percent EWDs. This inclusion criterion was set to ensure that companies that participated in the case studies had ample experiences with EWDs.

Due to the anonymous nature of the survey responses, however, the researcher did not know which companies in the sample indicated that they had more than two percent PWDs. The researcher emailed all the existing contacts (mostly the heads of HR) at companies that participated in the survey. It is common to make use of existing contacts when sampling for qualitative research (Eriksson & Kovalainen, 2008). Thus, although all survey companies were contacted for potential participation in the case studies, an inclusion criterion was set. All companies that had more than two percent EWDs were requested to contact the researcher for participation in the case studies.

Once a company contacted the researcher with the intent to participate, a formal invitation letter was sent. Company participation was requested with an invitation letter in a PDF file attached to an email

(Appendix B presents a copy of the letter). A company-specific document on the interview themes were used as incentive for the companies to participate.

Gaining access to the companies can be challenging. Boeiji (2010) provides the following path for research in organisations:

- send a letter to the board of directors;
- when they appear interested, an agreement can be set up highlighting: exact topic, timeframe of research, space requirements, publication details etc.;
- gain individual consent.

Using a senior manager, such as the head of HR, does simplify the process. This senior manager can usually give or obtain company permission to participate in the research and can orchestrate the research from within the company. When working with company research, a compromise between what the researcher ideally wants and what the company is willing to disclose needs to exist (Eriksson & Kovalainen, 2008). Companies were given the opportunity in the invitation letter to respond with any requirements/specifications of their own concerning the research.

Three companies responded positively to the request to participate in the case studies. Two of these companies did employ more than two percent EWDs and thus satisfied the inclusion criteria. A third company responded with the wish to participate, due to their newly-established disability policy and guidelines, and their wish to increase their EWD numbers. This company only had one percent EWDs. It was decided to include all three companies in the case studies in order to obtain a variety of cases.

For the case studies, a signed letter on a company letterhead indicated company consent. Once company permission was granted, copies of the company permission was sent to the Division for Research Development of Stellenbosch University.

3.2.2.2 *Participants' selection*

To increase request credibility, the HR manager (or main survey contact) sent invitation letters in emails to supervisors of EWDs, co-workers of EWDs and known EWDs (if list existed) in the company to participate in the study (refer to Appendix C for invitation letters). It was initially planned that employees must indicate willingness to participate directly via email or phone to the researcher, and not directly to the HR manager. This would have reduced threats of forced participation and increased the chances for anonymity and confidentiality. This, however, proved impractical. The HR manager (or main survey contact) continued the invitation process with willing participants and was responsible for arranging the appointments for the interviews.

Appointments for the interviews with all volunteers was set up for certain dates in November and December 2010. All interviews were performed on company premises and during office hours. Interviews were conducted in person by the researcher, with the exception of one telephonic interview, which was also conducted by the researcher. Informed consent forms were signed by all participants prior to the start of the interview (Appendix D presents copies of the informed consent forms). Only one participant declined an interview after explanation of the informed consent.

At the end of each interview with an EWD, the employee was asked whether they could recommend any other EWDs in the company for the interview, and also any co-workers without disabilities for the interviews. This method of participant selection is called snowball sampling. Caution must be used when interpreting results, as this type of sampling does not represent employees in the companies in general, but rather a very specific sub-set of employees that are willing to participate. EWDs were also asked whether they would be comfortable if their direct supervisor and co-workers were also interviewed. This further protected the rights of the EWD to participate freely and gave an element of control to the participant.

Once all participants for the survey and case studies were selected, the data had to be collected with the measuring instrument (survey) and through interviews (case studies).

3.3 Measuring instrument and interviews

The quantitative survey instrument and the interview schedules are discussed in this section.

3.3.1 Quantitative

The main purpose of the survey was to obtain the views of HR managers in SA companies on the employment of PWDs. An online survey was deemed most appropriate to obtain these views. The survey development, pre-testing and description of the final survey questionnaire will be related.

3.3.1.1 *Development of the survey*

As discussed in the literature review, several standardised measurements for attitude testing towards PWDs have been developed. The standardised measurements for attitude towards PWD in general were deemed inappropriate for the current study's purposes. The Attitudes Toward Disabled Persons scale (ATDP) and the Scales of Attitudes toward Disabled Persons (SADP) include several items which are mostly not useful in business settings, although they do include a few items in the work setting. Also, both the ATDP and SADP measure "global attitudes...that typically do not involve declaring planned actions or intentions" (Hernandez et al., 2000: p.5). For the current study, planned actions and intentions were important variables explored. The Multidimensional Attitudes Scale towards Persons with Disabilities (Findler et al., 2007) only sketches a social scenario taking place in a coffee shop and not in a work setting, which may create different responses. The Disability Social Relations Generalized Disability (DSRGD) scale (Hergenrather & Rhodes, 2007) measures whether social context influences attitude, by testing three social relationship sub-scales (with 6 items each): dating, marriage and work. Again, only one of the three sub-scales was useful to this study.

Standardised measures of the employment experiences of EWDs were also rejected due to the narrow concepts measured and the focus on certain disability types. For example, the Employment Expectation Questionnaire (beta version, EEQ-B) (in Millington et al., 2000) only tests attitude towards persons with mental impairment and not other types of disability. Most of the mentioned standardised attitude tests did not explore planned actions and intentions. Also, most very specifically tested individual attitude and specific social contexts or disability types.

For the purposes of the current study, a general survey was deemed more appropriate to explore actual facts, attitudes (individual, but also as representative of a company), intentions and opinions of company-specific practices and processes, as well as diverse disabilities. The uniqueness of the South African context also had to be considered. In order to construct such a survey, literature on other general surveys of disability and employment were consulted.

Four academic source documents (Schur, 2008b; Dixon et al., 2003; Domzal et al., 2008; McFarlin et al., 1991), as well as South African literature, were used to formulate the first survey draft. All disability-related questions from all the sources were pooled into this survey draft. The draft was then reviewed and refined in the following manner:

1. current author review and reduction of redundant/duplicate items, as well as elimination of most personal reflection questions and questions more suited to ask in the qualitative interviews;
2. review of content of the draft with doctorate supervisor;
3. review of the content by an expert in social sciences survey methodology (H.E. Prozesky, personal communication, September 16, 2009);
4. integration of reviewers' comments into a new content draft;
5. review of content by expert in data analysis for psychology (H.R. Steel, personal communication, October 6, 2009);
6. final review by current author of the content, using Dillman et al. (2009), as well as Couper (2008) as references in survey design.

The conversion of the Microsoft Word survey to the web-based survey followed this final review. After the survey content was finalised in Microsoft Word format, the Word format survey was converted into an online format. Dillman et al. (2009, p. 155) captures the challenges in online survey design in the following manner:

Constructing web questionnaires involves learning how to program items so that they appear on the respondent's screen in the same way they appear on the designer's screen. Moreover, web programming will be transmitted to software and hardware that may be quite different and through electronic connections that can range from quite limited and slow to incredibly fast, and these differences can have substantial effects on the final appearance of the questionnaire.

Couper (2008) also says that "...the goals of [survey] design is to exploit the technology to the extent that it improves the process of providing accurate data in an efficient manner, while enjoying the experience of completing the survey" (p. 38). This striving for a careful balance between technology and participant experience is what makes online survey design both challenging and interesting.

The web-based survey was created by using an online survey software package called Checkbox (version 4.6). Access to this survey package is free to Stellenbosch university students/staff. The site can be accessed with a unique username and password through the University's web services, after initial authorisation by the university Information Technology department.

The following guidelines for word choice and question formatting in surveys were related by Dillman et al. (2009, paraphrased from pp. 79-89) and adhered to throughout the current survey:

- make sure each question applies to respondent and include skip instructions;
- make sure the question is technically accurate;
- ask one question at a time;
- use simple and familiar words, avoiding abbreviations and then pre-test;
- use specific and concrete words to specify the concepts clearly;
- use as few words as possible to pose the question;
- use complete sentences with simple sentence structure;
- make sure yes means yes and no means no;
- be sure the question specifies the response task.

Dillman et al. (2009, paraphrased from pp. 95-104) provided a very practical and detailed reference for online survey design and many of their suggestions guided the visual presentation of the current online survey.

- use darker/larger print for the question and lighter/smaller print for answers;
- use spacing to help create sub-grouping within a question;
- visually standardise all answer spaces or response options;
- use visual design properties to emphasise elements that are important to the respondent and to de-emphasise those that are not;
- use design properties with consistency and regularity;
- make sure the words and visual elements that make up the question send consistent messages;
- integrate special instructions into the question where they will be used rather than including them as free-standing entities;
- separate optional or occasionally needed instructions from the question stem by font and symbol variation;
- organise each question in a way that minimises the need to re-read portions in order to comprehend the response task;
- choose line spacing, font and text size to ensure the legibility of the text - sans serif fonts (e.g. Arial and Verdana) for web applications.

After conversion took place, a final review by the researcher took place. The web-based formatting, style and content was reviewed using Dillman et al. (2009), as well as Couper (2008). Pre-testing of online survey (including informed consent and invitation letter) then took place with knowledgeable peers during November 2009.

3.3.1.2 *Pre-testing feedback*

Eleven knowledgeable peers were asked to pre-test the survey. These peers were purposely selected to represent the following fields of expertise: professor in psychology; lecturer specialising in social sciences

survey methodology; lecturer specialising in research methodology and data analysis for psychology; associate professor in industrial psychology; chief research manager at the Human Sciences Research Council; expert in computer programming; post doctoral researcher in Social Sciences; regional director in a company; business owner specialising in mobility device provision and training; senior researcher in psychology and a provincial manager in a DPO (working on disability employment). A standard evaluation form was developed by the current author and included in the initial email to the peers and was completed by all pre-test participants. All feedback from these peers was reviewed and integrated into the final version of the survey. Please refer to Appendix E for the pre-tested version of the survey questionnaire and Appendix F for the final version.

The HTML invitation format of the invitation letter was changed to plain text owing to possible spam filter detection. HTML was initially selected to maintain the same background and logo congruence with survey, but it was deemed more important to ensure that the email invitation was not flagged as spam. The invitation letter was also shortened to avoid too much duplication with the information page at beginning of survey. The information page was also shortened.

An additional clause was included in the completion page at the end of the survey. Upon asking for the participant's email address in order to explain the possible loss of anonymity, the following text appeared: "PLEASE NOTE that by providing your email address it will be linked to your responses upon submission of your survey. Upon receipt of your responses, however, your email address will be separately stored by the researcher and no further association between your responses and your email address will be made. Your response will still remain completely confidential throughout."

A "Back" button on each survey page was inserted next to the existing "Next" and "Save and resume later" buttons (not shown in the printed versions of the surveys in the Appendices). The inclusion of the "Back" button was initially decided against, to avoid duplication with the browser window's back button. In review, however, Couper (2008) was consulted and he stated that "the potential risk of letting the respondent use the browser back button is that it doesn't always behave as intended" (p. 256). To avoid unintended break off or loss of data and also to make the survey experience was more convenient, the survey "Back" button was activated.

The "I wish to quit the survey" radio button option on each survey page was changed to a check box option. The change was necessitated due to the inability to de-select a radio button if it was selected in error, even after returning to the page for the correction. A check box gives the option of selection and de-selection and may facilitate completion of the survey.

Several questions were also reviewed between the pre-test and final survey versions. Please refer to Appendix G for a table with a full list and explanation of changes to the relevant questions.

3.3.1.3 Description of final survey questionnaire

The final survey consisted of 49 questions, with skip and branching patterns as described below. A "construction rule book" (Dillman et al., 2009), was drafted for the survey in a Microsoft Excel file (it appears in Appendix H). This is done to provide clarity on the online specifications for each survey page,

such as question type (eg. matrix, radio button etc.), font type, colour and size, placement on survey page (left or right) and whether an answer is required or not.

The display of certain questions depended on specific answers provided in previous questions. This is an online process called a condition (Couper, 2008). Conditions that were set for certain questions are reflected in Appendix H.

Branching was also utilised, where an answer to one question directs a respondent to another page. For example, if a respondent chose to quit the survey by selecting “I wish to quit this survey” check box at the end of each survey page, the respondent would then be branched to another page specifying that they chose to quit the survey. Branching was utilised for the certain questions in the final survey version and are reflected in Appendix H.

The survey included factual (demographic information) and content items (again refer to Appendix F for the printed version of the survey). All survey questions were individually numbered to ensure that both the pre-test evaluation and also any subsequent queries relating to the survey can be easily related to a specific question number.

The source for each question in the final survey is presented in Appendix I. Although many questions were sourced from existing literature, the item wording and answering formats were often changed for better question design and presentation online.

A paging survey design was used, but with some scrolling on each page (Couper, 2008). A scrolling design usually involves only one HTML form and the whole survey is on this one single page. The respondent has to scroll down the page and answer each question and submit the whole survey at once. The scrolling designs looks very much like a paper-based questionnaire. A paging survey is organised into several HTML pages with one or more questions per page. Upon completion of each page the respondent data are recorded. Couper (2008) lists the following advantages to a paging survey:

- minimal or no scrolling;
- data from partially completed surveys are retained and respondents can return to complete the survey in several stages, starting each time where they left off;
- skips (conditions) and branching (routing) happens automatically and spares respondents the mental strain of having to identify which questions to answer and not;
- almost immediate feedback on missing or required data is given to respondents and can help motivate the respondent to complete the survey.

Additional instructions, definitions and important notices appeared on several pages in a dark blue Arial font. These were designed to instruct, clarify and guide the respondent throughout the survey process. This included the informed consent form on the starting page of the survey. The incentive of receiving a benchmarking report if the survey is completed was also highlighted on the starting page.

Each survey page also includes a header and footer area. The header area always contained the Stellenbosch University logo and the words “Top South African companies and disability survey” in Verdana text. Permission to use the University Stellenbosch logo on every page of survey was obtained from

the head of Stellenbosch University's Marketing and Publication department (S. Van der Merwe, personal communication, November 04, 2009). The footer area contained the current researcher's contact details ("For any queries or comments please contact Cindy Wiggett-Barnard 071 898 3818 or cwb@sun.ac.za") as well as the formal institutions (DPOs) that endorsed the survey.

3.3.2 Qualitative

The case study objectives and procedures are related in this section.

3.3.2.1 Objectives

As already mentioned at the start of the chapter, four research questions guided the development of the case study interview schedules. From these research questions, the following objectives for the interviews were adopted from the research by the Disability Case Study Research Consortium (Schur, 2008a):

1. Interviews with senior HR/ diversity managers:
 - a. determine how company values; policies; practices affects potential and current EWDs;
 - b. determine which policies and practices on accessibility, accommodations & initiatives to enhance EWD employment exist;
 - c. determine what facilitates and inhibits PWD employment and what can be recommended to help PWD integration.
2. Interviews with managers/supervisors
 - a. determine the perceptions of company values, climate and culture with regards to EWDs;
 - b. determine how company policy/practices are understood and implemented;
 - c. determine their experiences with hiring and working with and accommodating EWDs.
3. Interviews with co-workers
 - a. determine the perceptions of company values, climate and culture with regards to EWDs;
 - b. determine the perceptions of their co-workers with disabilities;
 - c. determine the perceived fairness of accommodation for EWDs.
4. Interviews with EWDs
 - a. determine their perceptions of company values, climate and culture
 - b. determine their experiences working for the company, including accessibility and accommodation requests;
 - c. determine attitudinal, policy-related and technology-related barriers at the company and how to remedy barriers;
 - d. determine what facilitates and inhibits PWD employment and what can be recommended to help PWD integration.

These research questions and objectives guided the development of the case study procedure.

3.3.2.2 Development of the interview schedules

The questions and objectives for the case study dictated that semi-structured interviewing be employed.

“In general, interviews consist of talk organi[s]ed into a series of questions and answers...Qualitative interviews, as used in scholarly research, are research vehicles, the purpose of which is to produce empirical materials for the study in question...the interviewer also focuses the interview on particular issues that are related to the topic and research questions of their study” (Eriksson & Kovalainen, 2008, p. 78).

Eriksson and Kovalainen (2008) provide four guiding principles for developing interview questions:

1. Simple questions usually work better than complex questions.
2. Neutral questions can encourage more openness than leading questions.
3. Direct questions often elicit more response from the participants, but indirect questions can be used to introduce a sensitive topic.
4. When asking a primary question from the interview schedule, allow for secondary questions based on the participant's responses.

The questions have to match the research topic and the information contained in the informed consent form (Boeije, 2010). In this study, the objectives guided the formulation of the interview questions. The objectives were divided into topics and then grouped into logical blocks to guide the interview sequence (also called an interview schedule). An interview can help in establishing and probing for the reasons that people give for their actions and attitudes. This was only a guide, for the interview sequence remained flexible (as also suggested by Boeije, 2010).

The author obtained permission from the Disability Case Study Research Consortium to use their interview questions from a study in the USA as the basis for the interviews (L.Schur, personal communication, July 03, 2010). The interview schedules were mostly based on the Consortium's interview questions. Other base documents, the survey and personal knowledge were also used to add probes that may help guide the interview. The final interview schedules can be found in Appendix J.

3.3.2.3 Interview procedure

Guided or semi-structured interviewing was utilised in this study (Eriksson & Kovalainen, 2008). This occurs where questions on facts, opinion and processes are guided by prepared interview questions. The sequence and wording are, however, allowed to vary between interviews. Others have called this type of interview a “focused interview” (Merton, Fiske & Kendall in Yin, 2009, p. 107). Interviews are still somewhat flexible and open-ended, but specific questions are asked by the interviewer and a shorter, often once-off interview is conducted (Yin, 2009).

Interviews can take many forms. In the current study, a combination of factual and conceptual interview types was used (Kvale & Brinkmann, 2009). Factual interviews explore facts that the interviewee can relate to the interviewer. Questions based on gathering facts on disability policy in companies are factual

questions. Conceptual interviews explore an interviewee's meaning making process (Kvale & Brinkmann, 2009). Questions that explore the concept of living with a disability, for example, are conceptual questions.

Steps before the interview started set the tone for the interview (as guided by Boeije, 2010). The researcher started the interviews by introducing herself and the topic and thanking the interviewee for their time and input. Permission for recording the interview was sought and also the signing and explanation of the informed consent form (refer to Appendix D for the consent forms). The interviewee was informed that participation was voluntary and could be revoked at any time. An indication of the time needed for the interview was highlighted as well as the interview intention. It was pointed out that individual opinion and beliefs were welcomed and that their unique contribution was valuable.

To ensure interview success, the participant must also be prepared for what the interview will be about (Boeije, 2010). The topic must also be of interest to the participant and the language of the interview must be understandable. Due to the researcher's own expertise and limitations, and the assumption that persons working in a business setting will be able to converse in either English or Afrikaans, all interviews were conducted in one of those two languages.

The actual skill of interviewing was researched prior to undertaking the interviews. Eriksson and Kovalainen (2008, p. 81) provide some guidelines on interviewing in a business setting. One must be prepared with a timetable, have the necessary documentation (such as informed consent forms) and arrange a venue. The interviewer should arrive slightly early and dress professionally. When first meeting the interviewee, the interviewer should introduce themselves and explain the purpose, method and length of the interview. Time must be allocated to explaining and signing the informed consent for (including consent that the interview be recorded). When the interview concludes, the interviewee should be thanked and the feedback procedure be explained. A thank you email within a few days of the interview is also customary.

The "craft of research interviewing" (p. 84) is described as a dynamic process and not a rigid process with adherence to pre-defined rules for the interview (Kvale & Brinkmann, 2009). The more personal nature of the interview interaction makes it imperative to focus on improving the skills of the interviewer, rather than preparing rules for the interview. An interviewer's skills can improve through observing other interviews, doing mock interviews and receiving feedback and apprenticeships with seasoned interviewers (Kvale & Brinkmann, 2009).

Some counselling skills may also prove useful when talking with an interviewee. It is best to focus on what an interviewee is saying and feeling and to reflect this in the interviewer's responses (Gibson, Swartz, & Sandenbergh, 2005). One cannot, however, always prevent personal opinion and advice from entering into a response to an interviewee's tale. The acknowledgement of the influence of the own self in the interview process is called self-reflection. "In fact, our greatest source of knowledge can come from thinking about ourselves and the kinds of feelings that make us say and do the things we do" (Gibson et al., 2005, p. 6).

Active listening is also a counselling skill appropriate when interviewing in qualitative research. Gibson et al. (2005) provide some guidelines on being a good listener. An active listener would allow the speaker to talk at their own pace and in their own words. They would refrain from bombarding the

interviewee with questions simply to avoid silences. Enough time should be allowed for an interviewee to think about their response and respond in a manner that makes sense to them. Even though meaningful silences should be allowed, the interviewer should also engage in conversation when appropriate. The asking of open-ended questions facilitates a rapport between two parties. Non-verbal responses, such as nodding, and repeating the key elements mentioned by the interviewee also show active listening.

3.4 Data analysis principles

The results of the survey and case studies will be discussed in the following chapters. Some data analysis principles, though, guided the data analysis and have bearing on the results. This section explains the quantitative and qualitative data analysis principles, including reliability and validity aspects.

3.4.1 Quantitative

Surveys can be defined as a way to study populations by selecting samples from a population in order to quantify the “incidence, distribution, and interrelations of sociological and psychological variables” (Kerlinger & Lee, 2000, p. 599). Sociological variables include social groupings, such as age, income, education and race. Psychological variables include opinions, attitudes and behaviour. The relationship between and within each variable type is studied by surveys.

The dominant answer option in the survey was on a Likert scale. Kerlinger and Lee (2000) said that “a summated rating scale (one type of which is called a Likert-type scale) is a set of attitude items, all of which are considered of approximately equal “attitude value,” and to each of which the participants respond with degrees of agreement or disagreement (intensity)” (p. 712). There are, however, an increased risk of response set variance, or that individuals tend to respond differently to extremes/neutral options which can affect validity of responses. This tendency will be discussed under the limitations of the study in Chapter 6.

All Likert scale items were judged to be interval scales. Graziano and Raulin (2000) defines an interval scale as one which includes identity, an order of magnitude and equal intervals. With interval scales parametric testing can be performed. Parametric testing, however, is usually dependant on larger sample sizes. For this study, with a sample size below 100, non-parametric tests were preferred. The data analyses were performed on the Statistica data analysis package and in consultation with the Centre for Statistical Consultations at Stellenbosch University.

3.4.1.1 Reliability and validity

Reliability is defined as an “index of the consistency of a measuring instrument in repeatedly providing the same score for a given participant” (Graziano & Raulin, 2000, p. 431). Surveys are limited by their structured nature. It is difficult to control for subject effects, whereby, for example, “participants do their best to be good subjects” (Graziano & Raulin, 2000, p. 195), which may lead to the confounding of results. For this reason, controls needed to be built into the survey, such as standardised instructions, limited contact with the researcher, anonymity of the participants and the assurance of confidentiality. The researcher also obtained information on personal and individual characteristics (such as gender and level of education) in order to explain the population as thoroughly as possible.

Validity “refers to the methodological and/or conceptual soundness of research” (Graziano & Raulin, 2000, p. 436). Sapsford (1999, paraphrased from p. 139) lists seven forms of validity in measurement:

- face validity: looks valid;
- concurrent: correlates with established measures of the same thing;
- predictive: test correctly related to an outcome;
- criterion-related: correctly identifies between groups;
- uni-dimensionality: when testing one concept there should be multiple correlations between items and total score;
- reliability: scores should measure a relatively stable concept;
- construct: convergent and discriminant validity. The power of the test to give different scores for theoretically different people (discriminant) and same scores for theoretically similar people (convergent).

For survey research, validity means the survey should actually measure what it reports to measure. Face validity was established for the survey through a thorough pre-testing of the survey with academic and industry experts. Concurrent validity was partly established due to the use of four academic source documents that all measured the same thing to formulate the survey questions. Predictive validity cannot be ensured with a survey, although some questions did test attitude against actions taken by the company. The survey sample was rather similar, but some between group differences on the independent variables leads one to assume some criterion-related validity. Uni-dimensional validity was tested on related variables and found to correlate, whereas construct validity is assume through the thoroughness in the research design in identifying valid and distinct constructs.

Threats to validity, however, still remain for survey research. A major threat to validity in attitude testing is that expressed attitudes and observed behaviour may not correlate (Wicker, as cited in Sapsford, 1999). Kerlinger and Lee (2000) warn that responses to mailed questionnaires (or similarly web-based questionnaires) are poor and responses cannot be verified. This yields a serious threat to generalisability of the results of the sample to the population of this type of design. Some survey design issues may also affect validity of results. These threats will be considered in Chapter 6 when limitations to the study are discussed.

Survey research has inherent limits. This method was supplemented with the qualitative enquiry. Kerlinger and Lee (2000, p. 601) declare that “the best survey research uses the personal interview as the principal method of gathering information”.

3.4.2 Qualitative

The case studies include both primary text data and secondary text data. Primary text data comes in the form of the interview transcriptions or textual data (Eriksson & Kovalainen, 2008):

The usefulness and relevance of textual data in qualitative business research is traditionally based on the idea of transparency. This means that texts are considered to represent directly what is being studied. In other words, texts are treated as suitable objects of analysis because we believe in their ability to tell us about the people and issues that they represent. (p. 89)

Secondary text data comes in the form of company policy documents that relate to disability management. These policy documents were obtained via the main contact person in the company, in this instance, the head of HR or via the company website.

The use of different sources of data (such as interviews and documents) is highly recommended for case studies (Yin, 2009). Data triangulation describes the process of using multiple data sources to describe and support the findings of the case study (Yin, 2009). The guiding data analysis principles of the qualitative data analysis will now be discussed.

3.4.2.1 Data analysis

The first step in data analysis of interviews is transcribing the interviews “from oral to a written mode” (Kvale & Brinkmann, 2009, p. 180). Transcription types and content are based on the choice of research design and practical issues. A research design that requires discourse analysis, for example, requires verbatim transcriptions (Kvale & Brinkmann, 2009). As the current study is more concerned with facts and conceptual clarification, verbatim transcriptions were foregone for written style. This means that ease of reading the transcribe data were superior to recording responses verbatim (i.e. word for word, including false starts, repetition etc.) (Kvale & Brinkmann, 2009). Although transcription of the interviews were outsourced to a professional transcribe, the researcher performed a final check on the accuracy of each transcription.

“Qualitative analysis entails segmenting and reassembling the data in the light of the problem statement” (Boeije, 2010, p. 93). Data in qualitative analysis “are sorted, named, categori[s]ed and connected, and all these activities entail interpretation” (Boeije, 2010, p.94). When data is sorted into parts or phrases (themes and categories) with meaning, this process is called coding and is the basis for qualitative data analysis (Boeije, 2010).

Interview analysis in the current study focused on finding meaning through coding (Kvale & Brinkmann, 2009). “Coding involves attaching one or more keywords to a text segment in order to permit later identification of a statement” (Kvale & Brinkmann, 2009, pp. 201-202). The coding for the current study was data driven and not concept driven, which means codes were assigned throughout and not selected from a pre-developed list (Kvale & Brinkmann, 2009).

The ATLAS software package assists with this coding of data and was the main analysis tool for the raw qualitative interview data. Boeije (2010) describes the following processes with which a software package can prove useful:

- filing of any electronic data in different folders;
- editing of all electronic data for better presentation;
- coding of data during open coding by the researcher;
- retrieving any electronic data or codes for an overview of all relevant data;
- searching for words or phrases within documents for frequency and place of occurrence;
- memos can be made within the software programme;
- visualisation of your data and codes can take the form of matrices and other graphics for visual interpretation;

- the writing process is helped with ease of exporting data coding and themes to the report on the findings.

Memo keeping is also an important aid when doing data analysis. The process of identifying codes, categories and themes can be recorded systematically in the form of theoretical or analytical memos (Boeije, 2010). Memo taking involves recording any ideas that may related to data interpretation. Memos are a very good way to track logical progression in the research process. Memos were kept during the data analysis in this study and integrated into the final interpretations of the themes. The ATLAS software package allows the researcher to make memos whilst analysing different sections.

Boeije (2010) describes the first coding sequence (open coding) as an eight-step process. This process begins at reading the whole document and then re-reading each line for logical segments that contribute to overall meaning. The researcher then has to decide whether a segment fits the research question and if it does; the fragment is named/coded. Each relevant segment is coded throughout the whole document. Finally, codes are compared for possible overlapping (in which case they are coded identically) and the separate, relevant (to the research question) codes then make up the coding scheme. Codes can be either descriptive in nature, or may also be interpretive of the data (Boeije, 2010).

When open coding has been completed, axial coding can take place (Boeije, 2010). Axial coding uses the separate codes and then tries to integrate the data by finding new categories from related separate codes. After reviewing if the data is represented by all the codes and whether very similar codes should not be merged, codes can now be investigated for similarities and differences. Main codes with sub-codes can now be grouped thematically to find which the dominant ‘themes’ in the data are. Main codes/themes should be clearly supported by depth of sub-codes (Boeije, 2010).

The process by which all the categories of data (from the open and axial coding of each separate data set) are finally compared and integrated in order to obtain a description of the research problem is called selective coding (Boeije, 2010). An integrated understanding of the data can yield answers to the following questions posed by Boeije (2010):

- Are there themes that have emerged from multiple data sets?
- What is the essence of all the participants’ contributions?
- How and are the themes that have emerged related?
- What should be included to understand each participant’s perspective?

When the codes and themes are integrated and then used to provide an explanation for a phenomenon, as well as any causal links in the data, the analytical technique is called “explanation building” (Yin, 2009, p. 141). After applying the explanation building analysis to each case, this technique can also be extended across cases in a multiple-case study approach such as the current one. Here general explanations are sought that would explain and fit the findings from each of the cases, even when the detail from each case may differ (Yin, 2009). “Cross-case synthesis” still assumes the independence of each case, but then pools the findings from each case study into a “uniform framework” or table (Yin, 2009, p.156). For this

purpose, a table representing findings from all three cases will be related and discussed at the end of the case study results chapter.

3.4.2.2 Reliability and validity

Reliability refers to obtaining consistent results when replicating a measurement (Graziano & Raulin, 2000). In qualitative research, establishing reliability can be difficult. One cannot readily assume that a respondent would respond consistently to the same open-ended question on two separate occasions. One can, however, report on the exact interview procedure, interview schedules and data analyses methods in order to increase replicability of the research. This chapter serves to adhere to this reporting in order to increase reliability of the data.

Reliability in this study is also promoted by relating the transcription procedure and careful preparation of the interviewer (for example by avoiding leading questions) (Kvale & Brinkmann, 2009). The computer-aided data analysis process also increases reliability of results by providing exact references to where coded quotes can be found. This makes it easier for other researchers to follow the trail from quote to code to interpretation of the theme.

The accurate and true description of a phenomenon refers to validity of results. “In qualitative research, the term ‘validity’ is used in a rather differently defined meaning: the aim is to provide research with a guarantee that the report of description is correct” (Eriksson & Kovalainen, 2008, p. 292). Induction and reflexivity are terms associated with establishing validity for qualitative research (Eriksson & Kovalainen, 2008). Induction refers to the process where coded data from the research cases (specific) are generalised to theory (general). Reflexivity refers to the continual evaluation of the researcher’s own influence on the research process from data collection to conclusions.

Reflexivity by the researcher represents the acknowledgement of the researcher’s own influences and part played in the research (Eriksson & Kovalainen, 2008). Research is inherently subjective, even when using so-called objective or empirical measures. Reflexive objectivity refers to the recognition that the researchers themselves are part of the research process and influence meaning making in an interview (Kvale & Brinkmann, 2009). A researcher approaches any issue with his or her own background, preconceived ideas and prejudices. These should, at the very least, be recognised and, preferably, recorded for the research audience to contextualise a researcher’s interpretations of any given phenomenon.

An acknowledgement and reflection on the researcher’s own experiences in the topic may prove useful. I do not have a disability. This study is a continuation of my interest and exploration of the field of disability studies and positive psychology. My Master’s degree research has explored psychological well-being of visually impaired persons and the influence of a guide dog as more than a visual aid (Wiggett-Barnard & Steel, 2008). The current proposed research interest in PWDs in the open labour market stems from the my own experiences while working with the Wheelchair Users Forum of South Africa and through work in corporate social responsibility in recent years.

In some aspects, I could be considered a novice researcher (both in age and experience). This had the potential to influence the power dynamic when working with older and established business contacts. An

able-bodied, Caucasian female may also have caused reaction in the interview participants. Race, gender, age and disability status differences may have influenced the interview dynamics. Also, some perceived power differences may have to be recognised between a researcher/interviewer and interviewee, especially with workers in the lower skilled jobs.

In qualitative research, there is a diminishing of the distance between the researcher and the participant (Eriksson & Kovalainen, 2008). With personal contact, one assumes that the participant is the expert in the topic and that they can better inform the researcher. Participants have a unique perspective to give on the topic and increased familiarity can extract this voice. As the primary instrument in the research, through researcher's speech and writing, the researcher recognises their role as an agent in the research (Eriksson & Kovalainen, 2008).

There are seven stages in validating (called induction by Eriksson & Kovalainen, 2008) interview research (Kvale & Brinkmann, 2009). Thematising is the first step and refers to sound theoretical background which led to valid research questions. Designing refers to the study's design and whether it's an accurate and ethical choice for what and whom is under investigation. Interviewing validity refers to in-interviewing questioning and validation of an interviewee's facts and meaning making. Transcribing method (verbatim or written text) should be valid for the type of interpretations that will be made from the data. Analysing of the data should be validated by asking valid research questions that suit the data and also whether interpretations are founded. Validating refers to a researcher's judgement call on which of the above stages is applicable to the current research and also on who will be approached to cross-validate findings. Finally, reporting should be a valid reflection of the actual findings and also that the reader can play a part (called reflexivity by Eriksson & Kovalainen, 2008) in validating results (Kvale & Brinkmann, 2009, p.248-9). The researcher believes that these seven stages have been completed and makes the results of the case studies valid.

Lincoln and Guba (as cited in Eriksson & Kovalainen, 2008) replaced the more quantitative terms of validity and reliability with four other concepts for qualitative research criteria:

- dependability: research activities were logical and well defined;
- transferability: establish a theoretical connection between the current research and previous research;
- credibility: familiarity with data transcends to enough evidence to substantiate the research conclusions and/or interpretations;
- conformability: the actual data and conclusions have to be linked and understood by others.

Again, the researcher believes that the validity as explained by Lincoln and Guba (as cited in Eriksson & Kovalainen, 2008) have been proven throughout this document.

Participants themselves can also help validate research data. When participants are involved with reviewing your interpretations based on their interviews, the researcher is performing a "member check" (Eriksson & Kovalainen, 2008:293). All interview participants received a summary of the analysis of their

individual interviews. All participants had 10 days to respond with any corrections to the data. This served as both a member check and to satisfy ethical requirements.

3.5 Ethical considerations

Ethical standards have to be maintained in all human-related research. The following section describes the ethical considerations for both the quantitative and qualitative methods.

3.5.1 Quantitative

Ethical standards were maintained in the survey research. There was non-disclosure of company names that participated in the survey to maintain confidentiality and anonymity. The specific names of individuals that were surveyed were also not reported. Feedback of the research findings was made available to all participating companies (that provided their email addresses as requested at the end of the survey) and DPOs that endorsed the research.

Care was taken not to compromise any specific person's position in any company based on their participation. Introduction letters were designed in order to provide potential participants with information on the study. All participants completed an informed consent form at the start of the survey (refer to Appendix D).

The protocol was submitted for approval to the Ethics Committee of Subcommittee A at Stellenbosch University. Initial ethical approval for the survey study was obtained on 4 November 2008 (reference number 137/2008), subject to the submission of additional documentation and corrections suggested by the ethics committee. Subsequent approval for the survey (after submission of necessary documentation and changes in the research design) was obtained (J.P. Hattingh, personal communication, February 28, 2010). Refer to Appendix K for the letter of ethical clearance for the survey.

3.5.2 Qualitative

Ethical clearance was obtained from Stellenbosch University for interview procedure and interview schedules on 02 August 2010 (137a/2010). Refer to Appendix L for the letter of ethical clearance for the case studies.

By using companies, and specifically a senior manager, to co-ordinate the research within each company, strategies to maintain anonymity, confidentiality and voluntary participation were needed. The power relationships within companies were also considered. The following section by Eriksson & Kovalainen (2008) highlights the ethical challenges with doing case study research in business settings:

In business research, the ways to handle the trust situations can be easily problematic. The trust relationship might become an issue when, for example, the researcher has interviewed employees in a company where the access and consent has been granted by the management, and interviews bring forward great mistrust towards leadership skills of the manager who is the contact person for the research project in the company. How best to guard the anonymity of employees and present the research results to the management so that the information will not create difficult situations later on

for the employees, is the dilemma the researcher needs to think about very thoroughly in order to maintain the ethical standards in the research. (p. 67)

To increase request credibility for the interview, the HR manager (or main survey contact) was requested to send invitation letters in emails to supervisors of EWDs, co-workers of EWDs and known EWDs (if list exist) in the company to participate in the study. The researcher provided invitation letters to the main contact to forward to known employees. It was initially planned (and indicated as such in the ethical clearance application) that employees must indicate willingness to participate directly (via email or phone) to the current researcher, and not directly to the HR manager. This would have reduced threats of forced participation and increases the chances for anonymity and confidentiality.

This by-passing of the main contact, however, proved impractical and was not being used. The main contact continued the invitation process and correspondence with the willing participants and was responsible for arranging the appointments for the interviews. The main contacts also arranged the time slots for the interviews to manage the process for specified dates that the researcher was available. Throughout this adapted process, the researcher made it very clear that all interviewees should take part voluntarily and that informed consent will be sought from each prospective interview participant.

The following steps given by Schostak (2006, paraphrased from pp. 53-54) were adhered to for ethical interviewing:

- anonymisation of any identifiable information, such as name, address and or role;
- confidentiality implies keeping the documentation/recording from the interview in a safe, non-public space. It can also involve the handling of “off-the-record” statements;
- negotiation of access is necessary when interviewing. Access is needed to the individual and also the location;
- right to refuse participation is central to all ethical research. This does influence accurate representation of the whole location as not all may agree and compromises representation;
- independence to the researcher to report on findings, without outside pressure or veto rights;
- fair representation of multiple views so as not to discriminate.

Informed consent forms were read and signed by all participants prior to the start of the interview (Appendix D presents copies of the informed consent forms). Only one participant at one of the companies declined an interview after explanation of the informed consent.

Participant and company names was replaced by pseudonyms where necessary to safeguard individual identity. All personal information was kept confidential and identities protected with the use of pseudonyms. The final transcriptions of the interviews included only the pseudonyms and not the actual names of the participants.

The use of a voice recorder to record interviews was made explicit from the first invitation to participate in the research. Voice recordings were kept on a password-protected computer of the primary researcher for the duration of the study and will be deleted after completion of the study. A professional

transcriber with proven integrity was used and kept voice recording on a password-protected computer and returned it to the researcher after use.

The rights of the EWDs were further protected by providing an element of control to the participant. EWDs were asked whether they would be comfortable if their direct supervisor and co-workers were also interviewed.

It may be that participants would be identifiable within the company (this is explained in the informed consent). To counter perceived negative consequences of the employee being known, all participants received a summary of the analysis of their individual interviews in 2011. All participants had 10 days to respond with any objections to the reporting of their results. Proof of receipt of the summary (via email) was sought from each participant through an automatic read receipt. No further response after 10 days was be interpreted as consent to continue with the existing report.

A follow up letter thanking the company and individuals for their participation was sent within days of the final interviews. All participants and the main contact received a full report on the findings of the company-specific case study in 2011.

3.6 Official endorsements of the current study

The SA DoL was contacted and visited in 2008 before the official commencement of the study. A contact at Employment Equity became the main contact person for the Department of Labour with regards the possible endorsement of the study by the department (N.Singh, personal communication, 2008). This contact, regrettably, confirmed that the department had a blanket approach to all requests with regards to official support for research/surveys. The department will not officially endorse any survey, but will provide employment equity information and feedback where possible (N.Singh, personal communication, September 22, 2009).

Other official endorsements were sought, specifically for the survey, to increase the credibility of the request for companies to participate. Endorsements were specifically sought from the disability sector, also to provide them access to the survey results. Appendix M contains the official letters of support from the following DPOs:

- Secretariat of the African Decade of Persons with Disabilities
- The National Council for Persons with Physical Disabilities in SA
- The QuadPara Association of South Africa

The African Decade started in Cape Town in 2004. “The task of setting up the Secretariat was initiated by continental DPOs with the mandate and support of the African union and the South African government.” (Secretariat of the African Decade of Persons with Disabilities, 2010). The African Decade is an organisation that promotes integration and mainstreaming of disability through partnerships between governments, non-governmental organisations and civil society on the African Continent (Secretariat of the African Decade of Persons with Disabilities, 2010).

The National Council for Persons with Physical Disabilities (NCPPD) started in 1939 under the name of the National Council for the Care of Cripples in South Africa (The National Council for Persons with Physical Disabilities, 2010). Their vision is a society in which people with physical disabilities are enabled to exercise their full rights as citizens and where the incidence of physical disabilities is minimised. Their mission is to serve as a pro-active forum for the advancement of persons with physical disabilities so as to enable them to attain their maximum level of independence and integration into the community; and the prevention of the occurrence of physical disablement (The National Council for Persons with Physical Disabilities, 2010).

The QuadPara association of South Africa (QASA) was established in 1978 (QASA, 2011). It strives to prevent spinal cord injury, as well as protect and promote the interests of people with mobility impairments by formulating a national policy and strategy, to develop and ensure the full potential and quality of their lives. QASA has subsequently devised a strategy and business plan including access issues, education and skills development, rehabilitation, advocacy and lobbying, and awareness raising. QASA's function is to serve quadriplegics, paraplegics and the disability sector in general in whatever capacity their members find most constructive. The organisation aims to assist people with mobility impairments to lead independent lives with a decent standard of living, in areas ranging from personal care and assistive devices to adequate skills development and employment. QASA is represented in many forums at all levels of the public and private sectors to ensure that the needs of people with mobility impairments are met. (QASA, 2011).

The names of these three DPOs were included at the bottom of each page of the survey. They also received a copy of the survey benchmarking report in 2010.

3.7 Summary

This chapter related all the methodological considerations and procedures for both the survey and case studies on disability employment in SA. The design, procedures, measuring instruments, data analysis principles and ethical considerations were discussed. The following chapter will focus exclusively on the survey results and Chapter 5 will present the results from the three case studies.

4 Survey results

This chapter presents the results of the online survey of SA companies. The survey was active from February to September 2010.

4.1 Meta-data from the survey

This section briefly discusses meta-data, in the form of the length of the survey, the sample size and response rate.

4.1.1 Time taken to complete survey

The average length of the survey was difficult to calculate. The web-based survey software only recorded the total time that each respondent took to complete the survey, irrespective of any idle time while doing so. This means that the survey window may have been open on a respondent's computer for hours or days and the software only records the total time from opening the survey to final submission.

From eyeballing the survey times, however, the average was between 30 – 40 minutes for respondents that seemed to complete the survey in one sitting. This is a lengthy survey, which may have resulted in non-completion by some respondents. This limitation will be discussed in Chapter 6.

4.1.2 Sample size and response rate

All 348 companies were invited to take part in the survey (as described in Chapter 3). A total of 86 companies completed the survey, representing a response rate of 25%. This response rate is similar to other online/email based surveys in the literature (Hamilton, 2009; Kaplowitz, Hadlock, & Levine, 2004; Sheehan, 2001). Other disability-related research conducted in SA reported a response rate of 18% (from a sample of organisations and schools dealing with disability issues) (Rohleder, 2008). A survey qualified for inclusion if at least one content question was answered and thus recorded by the online software.

All companies that completed the survey were contacted for their express permission to include their company names in this document. Only twenty companies responded to this request. Subsequently, the decision was taken not to include this underrepresented list of company names.

4.2 Results of the survey

For the survey research, both the factual/nominal level data and content/ordinal level data were analysed. Central tendencies and frequency distributions were obtained for the survey questions, as well as some bivariate relationships/correlations investigated. A .05 level of significance ($p < .05$) was used. Some questions were not answered by all 86 participants. Where this occurred the number of participants who did answer the question is reported.

4.2.1 Descriptive statistics

The following section will describe the sample (factual data), both for the individual participants and the companies, that completed the survey. Although the individual participants were asked to report on gender and level of education, these did not serve as independent variables, but only to describe the sample

(due to the focus on company and not individual characteristics). Company characteristics (size and type), however, were explored as independent variables.

4.2.1.1 Participants

A total of 86 participants completed the survey, representing the opinions of 86 companies. Forty-nine percent of the respondents were female, while males represented 40% (the remaining 11% represent missing data or an answer of “prefer not to answer”). Gender was not investigated as an independent variable, but the male to female ratio was quite even.

Almost half (44%) of the participants have a postgraduate university degree, while another 14% have at least an undergraduate degree. A tenth of the participants reported that they had only a professional qualification and another seven participants have at the least a diploma qualification. Only two participants indicated that Grade 12 was their highest qualification. With most participants having a high post-matric qualification, the survey content and language use was deemed adequate for this population.

There were 14 different job titles reported amongst 78 respondents who answered the question. The most common job title was Human Resources (HR) and/or Employment Equity (EE) managers (44%), as well as HR director/executive (42%). The remaining job titles were: financial managers, project managers, HR officer/consultant, medical officer, corporate affairs manager and wellness specialist. Most (68%) of the respondents that answered relevant questions represented senior level management positions, while 29% were middle level managers. Respondents, due to their job titles and management level, should therefore have been adequately qualified and informed to answer the survey questions relating to company practices and policies.

The median (or the middle score in the distribution) for years that each participant has worked in their current company is two years. More than 50% of all participants have been in their current job titles for 2-5 years (inclusive). Again, this statistic reinforces the notion that the participants had adequate background knowledge and experience in their respective companies to justify their participation as representatives of their companies.

Only two participants reported that they themselves had a disability. Both reported a physical disability, while one also indicated an additional sensory disability. All respondents were asked to report on how many persons with disabilities they personally knew. Forty four percent of the sample knew at least one to five PWDs, while 43% knew more than five PWDs. Two respondents did not know any PWDs. Most of the respondents described their closest relationship with a person with a disability as either “neither close nor distant” (29%), “somewhat close” (26%) or “very close” (22%). When asked to describe the nature of their closest relationship with a person with a disability, 37% indicated that the relationship was with a co-worker and 27% was with a family member.

One can expect that having a disability and/or being exposed to PWDs may influence answers on a number of variables. There were, however, no significant differences between disability status and relationship status on numerous dependent variables. This is perhaps due to the small sample size.

4.2.1.2 Companies

The head office for 48 (56%) of the companies is based in Johannesburg, representing almost half of the sample. Another 16 (19%) companies have their head office in Cape Town and eight (9%) in Durban. The rest are found throughout South Africa.

There were 15 different company types that respondents could select from in the survey. Table 4.1 presents the percentages of the three most represented company types, as well as the size of the companies.

Table 4.1

Percentages of Most Represented Company Types and Sizes in the Sample

Description	Percentage
Company types: most represented	
Financing & insurance	16
Manufacturing trade	13
Retail trade	11
Company size: number of employees	
More than 5 000	43
1 000 – 5 000	26
Fewer than 1 000	22

The most represented type of company in the survey falls within the financing and insurance sector (16%). The retail (11%) and/or manufacturing (13%) trades are also strongly represented. These three company types will serve as independent variables in this study.

An analysis was performed on response rate per company type. The JSE classification differs from the industry type responses in this survey and some inferences on company type had to be made for this analysis (especially with regards to non-responders). The industry types with the highest response rate were: transport/storage (44%), construction (36%), retail trade (34%) and health/social work (33%). The lowest response rates were found for: wholesale (18%), communication (13%), business/professional services (13%) and holding companies (4%). Response rate was only calculated where five or more companies appeared under a specific company type.

Company size (based on number of employees) was classified into seven options in the survey and reduced to only three categories in Table 4.1. Forty three percent of companies have more than 5000 employees. Twenty eight percent of the companies in the sample reported that their total number of employees fell between 10 000 – 49 999, representing very large companies. The initial seven options for company size were reduced to the three options in Table 4.1 to serve as an independent variable later in this chapter.

Broad-Based Black Economic Empowerment (BBBEE) is an initiative by the SA government to promote transformation and increase black and minority group representation in the economy, according to the SA Department of Trade and Industry (n.d.). The annual turnover of a company dictates the level of compliance required from the government. Broad-based Black Economic Empowerment (BBBEE) compliance is measured with a scorecard (Integra Scores, n. d.). The scorecard reflects various social, economic and company elements and each company are measured out of a maximum of 100 points (or more in some cases). A score of 100+ points represents a Level 1 company (the best). A score of 30-40 points achieves the lowest rating and represents a Level 8 company. In this sample, 30% of companies indicated a BBBEE scorecard Level 4, which represents an average rating level (or 65 - 75 points). Fifteen percent of companies are Level 3 companies. There were only four Level 2 companies and one Level 1 company.

It was tested whether BBBEE scorecard ratings related to the percentage of EWDs in the company, and also to whether the company’s disability policy includes disability. This was due to the anticipated link between a good scorecard level and good diversity in the company. No significant results were, however, found. This is either an indication that BBBEE is not directly related to disability, or that the sample was not of sufficient size to present a difference.

When one shifts the focus to EWDs in the companies, 80% of companies in the sample indicated that they did employ PWDs in their company (refer to Table 4.2).

Table 4.2

Percentages of EWDs and Disability Types Represented in the Companies in the Sample

Description	Percentage
Companies with EWDs	80
EWDs compared to total employees in company	
More than 2%	7
1 – 2%	20
Less than 1%	52
Companies that indicated particular disability type representation in company	
Physical disability: ranked highest occurring	52
Sensory disability: ranked 2nd highest occurring	45
Intellectual: ranked least occurring	55
Psychiatric: ranked least occurring	45

It was found that company size did influence whether a company employed EWDs ($z = 3.53; p < .05$). There was a pile-up of scores (positively skewed) towards the bigger companies. This means that most bigger companies responded that they had EWDs, while smaller companies reported this less frequently. One also has to consider that the overwhelming percentage of companies in the sample with EWDs may be the

reason for the willingness of these companies in the sample to have participated in the survey. The possible implications of this will be discussed in Chapter 6.

Table 4.2 also shows that just over half (52%) of companies in the sample reported that they had less than 1% EWDs in their company. Another 20% of companies had between 1-2 % EWDs. There was no significant difference between bigger and smaller companies in terms of their overall percentage of EWDs.

Almost 80% of the companies that responded to the relevant question (and 52% in the total sample) indicated that employees with a physical disability represented the biggest type of disability in the company (refer to Table 4.2). Employees with a sensory disability were ranked as the second-most occurring disability in the company. Intellectual and psychiatric disabilities were the least represented, with the majority of companies giving them a rank of 3rd or 4th most employees by disability type. Eighty seven percent of companies that answered the relevant question indicated that they were aware of a disability before they appointed the PWD. This may indicate a willingness to have recruited specifically PWDs with obvious disabilities.

More than half (52%) of the companies in the sample do not target specific job types for PWDs. Thirty-seven percent of companies do target specific job types to be filled by PWDs (the remaining 10% represents missing data). This confirms that some job targeting does take place for PWDs in the SA labour market. The implications of this finding will be considered in Chapter 6.

4.2.2 Content data

The following sections will report on the content data for the survey under 10 headings. Non-parametric tests were mostly used due to the smaller sample size obtained. Chapter 6 will discuss the consequences of using non-parametric tests.

4.2.2.1 Recent and future hiring intent and willingness

More than half ($n = 47$) of the companies in the sample said it was “very likely” that they would hire a PWD in the next twelve months. Another 19% ($n = 16$) indicated that it is “somewhat likely” that they would hire a PWD. Only 13% ($n = 11$) reported that it is either somewhat or very unlikely that they will hire a person with a disability in the near future. Almost 80% ($n = 67$) of companies said that they would willingly hire a person with a disability, even if there were no Employment Equity legislation requiring it. Only 12% ($n = 10$) disagreed that they would hire a PWD without legislative pressure. Sixty three percent ($n = 54$) of companies have hired a person with a disability in the past 12 months.

There is a weak, but significant positive correlation between companies that reported a likelihood of hiring PWDs in the next 12 months and companies that would willingly hire PWDs ($r_s = .37, p < .05$). This statistic hints that willingness to hire can correlate with intended behaviour. Also, companies that had hired PWDs in the past twelve months reported a greater likelihood of hiring PWDs in the next twelve months ($U = 144.5, Z = 5.45, p < .05$). This is also a positive trend indicating that past behaviour and experience may guide future action.

There is a weak positive correlation between the size of a company and their expressed likelihood of hiring a person with a disability in the next 12 months ($r_s = .39, p < .05$). This means that the bigger the company, the higher the expressed likelihood of employing a person with a disability in the near future. This is a statistic borne out by the fact that there was also a similarly significant correlation between company size and having employed PWDs in the past twelve months ($\chi^2 (2, 72) = 24.1, p < .05$). Companies with more than 5 000 employees had significantly more recent appointments of PWDs compared to companies with less than 5 000 employees. These results should, however, be interpreted with some caution. It can be that the larger companies simply appoint more people in general. Also, there were some low cell frequencies in the data which may skew the results. This result is not surprising, but still evidence that more employment opportunities for PWDs may be found in larger, rather than smaller companies.

Companies with a higher percentage of current EWDs did not differ significantly from companies with a lower percentage of EWDs in their expressed willingness ($U = 462.5, Z = .71, p > .05$) and intent ($U = 458.5, Z = .76, p > .05$) to hire a PWD. This result seems discouraging (that higher current EWD numbers do not predict future PWD recruitment), but, with a smaller sample size and also very high expressed likelihood and willingness to hire in general, this result should be interpreted cautiously.

4.2.2.2 Importance of attributes of job applicants

Table 4.3 represents the percentage responses when respondents were asked about the importance of certain attributes when interviewing a job applicant with a disability for an entry-level administrative position.

Table 4.3

Percentage Responses on a 5-point Likert Scale to the Importance of Different Attributes of Job Applicants with a Disability

Attribute	Very important	Some-what important	Neither important nor unimportant	Some-what unimportant	Very unimportant
Physical appearance ^a	2	20	38	23	16
Sense of independence ^a	20	65	6	7	1
Physical abilities ^b	8	56	23	13	1
Intelligence ^a	43	51	4	2	0
Communication skills ^a	49	44	5	1	0
Social skills ^b	28	50	15	5	3

^aPercentages based on 81 responses to question. ^bPercentages based on 80 responses to question

Table 4.3 shows that most respondents who answered the relevant question felt that physical appearance fell mostly between somewhat important and somewhat unimportant. It is somewhat important for two thirds of the sample that applicants with a disability have a sense of independence.

More than half of the respondents felt that physical ability was somewhat important when considering the appointment of a person with a disability in this type of job. Almost 90% of the sample considered intelligence to be either very important or somewhat important when applying for an entry-level admin position in their companies. Again, almost all respondents agree that communication skills are very or somewhat important in a candidate for this type of job. Half of the sample thinks it is somewhat important for a job applicant with a disability to have good social skills for this type of job, while another 28% thinks it is very important.

When asked to compare the importance of these six skills to a job applicant with no disability, the majority of respondents each time indicated that the same skills were sought from job applicants with or without a disability. Some question respondents did, however, think that the importance of these six skills differed between applicants with or without a disability:

- 14% said physical appearance was less important for job applicants without a disability;
- 30% thought a sense of independence was more important for job applicants without a disability;
- 21% felt that physical ability was more important attribute for an applicant without a disability;
- 21% said that intelligence was more important from candidates without a disability;
- 28% indicated that communicational skills were more important for applicants without a disability;
- 22% thought that applicants without a disability must have better social skills than one with a disability.

This comparison between disability and no disability perhaps provides more insight than the actual initial question. It is almost as if the employers assume and accept that a PWD may have less independence, physical ability, intelligence, communication skills and social skills. This indicates some double standard, at least for the minority of respondents.

4.2.2.3 *Usefulness of information when making a hiring decision*

Certain types of information can be of more or less use when making a hiring decision about a job applicant with a disability. Respondents could select the usefulness of different types of information, as presented in Table 4.4.

Table 4.4

Percentage Responses on a 5-point Likert Scale on Usefulness of Different Types of Information when Hiring EWDs

Type of information	Very useful	Some-what useful	Neither useful nor useless	Some-what useless	Very useless
1. Information about the additional costs associated with accommodating a person with a disability ^a	48	35	6	11	0
2. Testimonial information showing how hiring persons with disabilities has benefited other companies in your industry ^a	28	26	28	9	9
3. Testimonial information sharing success stories on employing persons with disabilities ^a	37	23	27	5	7
4. Statistical information, supported by research, about the job performance, attendance, and retention of employees with disabilities ^a	40	33	20	5	2
5. Information on how to prepare the work environment for persons with disabilities ^a	75	21	4	0	0
6. Information on the likely impact of the applicant's disability on job performance ^b	59	29	6	3	3

^aPercentages based on 81 responses to question; ^bPercentages based on 80 responses to question

Information on accommodation (preparation of the environment and cost, or 1 & 5) would be very useful for companies to have. Also, information on the impact of disability on job performance seems very useful (4 & 6). Testimonial information, although deemed mostly useful, is of less use to companies (2 & 3). This indicates that companies want concrete facts and figures (cost/benefit) on what employing PWDs entail. What the survey neglected to ask was for the respondents to rank the above information from most to least useful. It will be recommended in Chapter 6 to include this measure in subsequent surveys.

4.2.2.4 Facilitators to hiring PWDs

When asked what would facilitate the hiring of persons with disabilities in their respective companies, the respondents chose from a list of seven options. They were then also asked whether they have employed these strategies. Table 4.5 presents their responses.

Table 4.5

Percentage Responses on a 5-point Likert Scale on Types of Information that would Facilitate Hiring PWDs: Opinion versus Practice

Type of information	Definitely	Probably	Unsure	Probably not	Definitely not	% that have employed the strategy
Using a recruitment agency that specialises in placing persons with disabilities ^b	61	30	4	5	0	51
Developing a targeted recruitment programme for persons with disabilities ^b	51	36	3	9	1	36
Having a special budget allocation for disability-related accommodations ^a	43	32	8	13	5	20
The availability of short-term on-the-job assistance by an outside job coach for new employees with disabilities ^b	20	41	16	18	5	11
Disability awareness training for existing staff ^b	56	34	6	4	0	45
Skills training through internships for persons with disabilities ^b	48	34	10	8	1	34
Having personnel specialised in the hiring of persons with disabilities ^b	23	38	16	14	10	12

^aPercentages based on 79 responses to question; ^bPercentages based on 80 responses to question

Based on the response percentages, the use of a specialised recruitment agency, the development of a targeted recruitment plan and disability awareness training for staff, as well as internships are perceived as the best facilitators for the employment of PWDs. Short-term job coaching by an outsider or specialised personnel is perceived as the least facilitating. The least employed strategies for facilitating hiring of persons with disabilities are also short-term job coaching by an outsider and specialised personnel. There is quite a discrepancy between what companies see as a facilitator and what they actually apply. This may contribute towards the poor PWD numbers in SA companies.

4.2.2.5 Perspectives on different types of disability

Respondents indicated whether they agreed or disagreed with two statements about persons with different types of disability when hiring decisions are made in their companies. Table 4.6 summarises their responses.

Table 4.6

Percentage Responses to Possible Reactions by Others toward Different Disability Types

Statements	Physical		Sensory		Intellectual		Psychiatric	
	Agree	Dis-agree	Agree	Dis-agree	Agree	Dis-agree	Agree	Dis-agree
First impressions carry more weight with job applicants with this type of disability in comparison to applicants without a disability.	49 ^a	33 ^a	34 ^b	39 ^b	53 ^b	22 ^b	61 ^b	20 ^b
In your opinion, should the anxiety that some may feel about working with a person with this type of disability be taken into account when deciding to hire an applicant with a disability	41 ^c	43 ^c	41 ^d	39 ^d	58 ^e	23 ^e	69 ^d	21 ^d

^aPercentages based on 78 responses to question. ^bPercentages based on 76 responses to question. ^cPercentages based on 74 responses to question. ^dPercentages based on 72 responses to question. ^ePercentages based on 71 responses to question. [^]The missing percentages represent neutral responses.

From the percentages, it seems that first impressions carry more weight for job applicants with a psychiatric or intellectual disability than with applicants without a disability. A slightly lesser focus on first impressions was reported for applicants with a physical or sensory disability. For the second statement, again, the percentages would suggest that the respondents anticipated that psychiatric and intellectual disabilities could create more anxiety among co-workers. This does not seem to be as dramatic for applicants with physical or sensory disabilities. There is more negativity associated with intellectual and psychiatric disability. The discrepancies between disability types will be discussed in comparison with other literature in Chapter 6.

Sixty percent ($n = 51$) of respondents ranked physical disability as the preferred disability type for appointment in their company. Another 57% ($n = 49$) ranked sensory disability as the second-most preferred disability type. On the opposite end, 58% ($n = 50$) felt that psychiatric disability was the least preferred disability type for an employee, while 53% ($n = 46$) felt that intellectual disability was the second-least preferred disability type for employment. Again, intellectual and psychiatric disabilities are the least preferred disability types.

A list of job types was presented in the survey, and respondents chose which jobs they thought could be performed by persons with different disability types. Table 4.7 represents the percentage of respondents who felt that the type of job could be performed by a person with that type of disability (multiple selections were possible).

Table 4.7

Percentages on Suitability of Certain Job Types per Disability Type

Type of Job	Physical	Sensory	Intellectual	Psychiatric
Production, maintenance or delivery work*	35	48	48	36
Administrative support staff (e.g., clerical, secretarial, record keeping)	88	79	38	40
Professional and/or technical staff (e.g., engineering, finance, marketing)	79	59	6	24
Sales staff	67	40	9	21
Customer service staff	81	44	14	23
Management (incl., department heads, mid-level managers and executive managers)	84	59	6	21

*Percentages based on total sample size (N=86). ^The remaining percentages represent either a choice of unsuitable or missing data

More respondents felt that persons with physical or sensory disabilities could perform administrative, professional, sales, customer service and management jobs in comparison to persons with intellectual and psychiatric disabilities. It was only with production-type jobs that persons with intellectual and psychiatric disabilities were deemed equally appropriate. The disparity between the disability types is most obvious for professional/technical jobs, for direct customer sales/service and for management positions. Although one can understand the selections concerning intellectual disability, it is again interesting to note how psychiatric disability is seen by respondents. There seems to be a great reluctance, perhaps borne out of ignorance, with regards to psychiatric disability.

In an open-ended format, respondents were asked to explain their choices with regards to appropriate or inappropriate job types for persons with different types of disabilities. The qualitative analysis of the open-ended responses is presented in Table 4.8 below.

It seems that respondents feel that persons with psychiatric and intellectual disability are high-risk employees. Even though companies in the sample differ in terms of company type, the argument that the nature of the company is unsuitable is still related to exclude intellectual and psychiatric disability. On the other hand, physical and sensory disabilities are viewed quite positively.

Table 4.8

Number of Respondents that Identified Common Themes on Job Types per Disability Type

Type of disability Common themes	Number of respondents that mentioned theme
Physical	
they can perform jobs throughout the company	15
admin or office-based jobs are most suitable	14
the extent/severity of the disability may influence the type of job that the person can	9
jobs that require intense, physical manual labour is unsuitable	10
the specific company type is deemed unsuitable for employing persons with physical disabilities	9
Sensory	
they can perform jobs throughout the company	8
they can perform some jobs, but not all	5
admin or office-based jobs are most suitable	11
accommodations to the work environment may make all jobs in the company accessible	5
Intellectual	
the nature of the company's business is unsuitable for the employment of this type of disability	11
they are suited for lower level jobs only	8
only some jobs are appropriate for this group	8
persons with intellectual disabilities are too high risk to hire	8
Psychiatric	
the nature of the company's business is unsuitable for the employment of this type of disability	5
they can perform most jobs in the company, although others mentioned that they are unsuitable for high stress jobs	5
they are high risk employees	7
they should be medically managed or take medication in order to perform efficiently	7

4.2.2.6 Assigned responsibility for employing persons with disabilities

The respondents were asked about their opinion on governmental support in employing PWDs. Sixty-three percent ($n = 54$) of respondents in the sample agreed that the government should offer tax incentives to employers for hiring persons with disabilities. When asked whether the government should enforce more strictly their EE targets with regards to employing persons with disabilities, 53% ($n = 46$) agreed. For this sample at least, it seems that both an incentive and a requirement may encourage greater PWD employment.

Half of the sample ($n = 43$) felt that employers had the highest responsibility for ensuring that persons with disabilities were integrated into the South African labour market. Twenty-nine percent ($n = 25$) gave the government the highest responsibility rank for this task. Only 5% of the sample felt that PWDs and DPOs had the highest responsibility, and only 40% ($n = 34$) of respondents felt that PWDs had the least responsibility. This is a positive trend showing that employers feel that they have a social responsibility to employ PWDs.

There was a difference between company type (amongst the three most occurring company types in the sample) on their ranking of responsibility (between government, employers, DPOs & PWDs themselves) for ensuring that PWDs were integrated into the SA labour market ($H(2) = 6.81, p < .05$). Financing and insurance companies gave a lower responsibility to employers in comparison to manufacturing and retail companies. It is difficult to explain this difference, but interesting to note.

Sixty-four percent ($n = 55$) of the sample strongly agreed that organisations in SA should do more to hire persons with disabilities. When asked about their satisfaction with their specific company's efforts of hiring persons with disabilities, 46% ($n = 40$) of the respondents said they were not satisfied with their company's efforts to hire PWDs. On the other hand, 64% ($n = 55$) reported that their company's senior management was committed to hiring PWDs. These last two present a discrepancy between intent and practice. The result does show, however, that even in the companies in the sample (who are employing PWDs) there is a prevailing feeling of not doing enough to hire PWDs.

4.2.2.7 *Company knowledge and policy on employing persons with disabilities*

The familiarity with national policy on employing persons with disabilities was mixed. Seventy-two percent ($n = 62$) of respondents said they were very familiar with the Employment Equity Act of 1998. Only 22% ($n = 19$) of respondents were, however, very familiar with the Technical Assistance Guidelines on the Employment of People with Disabilities. Forty-eight percent ($n = 41$) were very familiar with the Code of good practice on disability in the workplace. This result can be influenced by the variety of job titles of respondents in the sample. It can also indicate that even HR responsible for recruitment are not all that familiar with actual guidelines and good practices in employing PWDs.

The majority (66%) of companies in the sample ($n = 57$) have a Diversity/Equity policy that includes a disability policy. This is encouraging, although still rather limited. Companies who employed more than 1% of EWDs reported significantly more that their Diversity/Equity policy included a disability policy (Fisher, two-tailed, $p < .05$). This is both understandable, but also perhaps predictive of why they have better EWD numbers.

The minority (35% or $n = 30$) of companies reported that they had a targeted recruiting policy with regards to EWDs. This result again shows the discrepancy between what respondent reported as a facilitator and what was actually taking place.

4.2.2.8 *Contact with Disabled Persons Organisations*

Only 35% of companies in the sample have had recent consultations (within the past two years) with any Disabled Persons Organisations (DPOs), whereas 49% have not. This shows that DPOs are not widely used or consulted by companies, even by companies with EWDs.

The companies that have had recent consultations with DPOs were asked to list the specific organisations that had been consulted. Twenty-eight different organisations were mentioned, although many were not DPOs (some government/academic institutions, while others were for-profit companies). The *Progression* organisation was mentioned by five different respondents, while QASA were mentioned by three and DPSA were mentioned by four companies. Finally, four companies were consulted by *Jeremy Opperman and Associates*. The other organisations were mentioned twice or less.

In an open-ended format, respondents were asked what, if any, knowledge these consultations with DPOs generated in their company. Some of the more common themes were:

- guidelines and strategies on reasonable accommodation and environmental accessibility in the company, including audits (nine respondents mentioned this);
- awareness raising of the potential and practises with regards to employees with disabilities (seven respondents mentioned this);
- sensitisation training of staff (also by changing perceptions) (four respondents mentioned this);
- strategies for recruitment of employees with disabilities (four respondents mentioned this).

4.2.2.9 *Accessibility and accommodation practices in companies*

Information gathered on the accessibility of companies for PWDs was guided by three questions reflected in Table 4.9:

Table 4.9

Percentage Responses on a 5-point Likert Scale on Accessibility at Companies

Type of accessibility	All	Almost all	Some	Almost none	None
How many buildings are accessible to persons with any disabilities?	15	24	49	6	5
How many interviewing locations are accessible to persons with any disabilities?	26	25	39	4	6
How many job advertisements specifically encourage applicants with any disabilities?	19	5	21	23	32

*Percentages based on 78 responses to question

It is clear from Table 4.9 that accessibility in the companies in the sample is still lacking. The most common response concerning physical access to company buildings and interview locations was that only some were accessible. Also, 49% ($n = 43$) of companies have almost none or no job advertisements that encourage applicants with disabilities.

No correlation was found between building and interview accessibility and company size. There was a moderate correlation ($r_s = .36$, $p < .05$) between job advertisements specifically encouraging applicants with disabilities and company size. The bigger the company, the more likely they were to have job advertisements specifically encouraging applicants with any disability.

Disability-related accommodations take on many forms, and accommodations that were made by the sample are presented in Table 4.10.

Table 4.10

Percentage Responses to Type of Accommodations Made by Companies

Type of accommodation	Yes	No
Modifications to the physical environment ^a	75	25
Job reassignment for an existing employee following a disability ^a	66	34
Provision of technology to help worker function ^b	59	41
Changes to work hours (flexi-time) ^a	53	47
Adjusting of job performance criteria to allow for task variation ^a	53	47
Disability awareness training for staff without a disability ^a	47	53
Allowing work from home and telecommuting ^b	30	70
Mentoring opportunities for employees with disabilities ^a	23	77

^aPercentages based on 78 responses to question; ^bPercentages based on 77 responses to question

Modifications to the physical environment seem to be the most common accommodation made by companies. On the other end of the scale, telecommuting and mentoring are the least provided types of accommodations.

Only 40% ($n = 34$) of respondents indicated that their companies had any policies and/or procedures for disability accommodation. Nearly half (48%, $n = 41$) of companies in the sample did not even keep specific data on any disability-related accommodations they made. This may cause an even greater reluctance to recruit and ignorance on accommodating PWDs.

The thirty-five percent ($n = 30$) of companies that did keep data and responded to the relevant question, did it for the following purposes: for reporting requirements (90%), to plan for future accommodations (82%), to track accommodation costs (59%) and for dispute resolution (54%). Seventy-nine percent of companies that had made accommodations found that the costs were a bit more than, or the same as, initially anticipated. Companies indicated that they would find concrete facts and figures useful (refer to 4.2.2.3). Data keeping seems the most logical way for companies to obtain this type of information that they value.

4.2.2.10 Job performance of employees with disabilities

Almost 90% ($n = 75$) of the sample agreed that PWDs should participate in the open labour market. Seventy percent ($n = 60$) of companies in the sample were either very satisfied or somewhat satisfied with

the job performances of their EWDs, while none reported very unsatisfactory job performances. Only 10% ($n = 9$) of companies agreed that EWDs did not perform as well as any other employees. This provides good evidence for not just making a socially responsible choice in recruiting PWDs, but also that it can make business sense and positively influence productivity.

Satisfaction with the job performances of current EWDs was weakly correlated to the expressed likelihood of hiring a person with a disability in the next 12 months ($r_s = .24, p < .05$). There was, however, no significant correlation between the reported satisfaction with current EWDs and reported willingness to hire PWDs in general. The weak correlation is still a good sign that satisfaction with current job performances of EWDs can perhaps influence future hiring intent.

4.2.3 Recommendations from companies

Finally, respondents were asked for recommendations for improving the integration of PWDs into the SA open labour market. The highest occurring themes referred to employer actions, while other responses suggested government actions. Fewer suggestions dealt with actions required from PWDs, while a few suggested action by something/one other than an employer, the government or PWDs.

Some of the more common themes mentioned by several respondents are presented in Table 4.11.

Table 4.11

Number of Respondents that Identified Common Themes on Recommendations from Companies to Improve PWD Employment in SA

Common themes	Number of respondents that mentioned theme
Awareness/sensitisation/diversity campaigns should be encouraged at companies	14
Employees with disabilities should mobilise into a forum for employment as well as be more aggressive in marketing their skills to companies	8
Government should offer either tax breaks or grants/subsidies/incentives to companies to encourage the employment of persons with disabilities	6
There should be a shift in employer perception to focus on the competence, rather than disability, of persons with disabilities	6
There should be more concrete government quotas and better enforcement of quotas for employees with disabilities	6
Government (EEA) should provide a clearer, more workable disability definition	4
Companies should ensure that their facilities are prepared and accessible for persons with disabilities	6

Awareness raising and sensitisation of the workforce was a very dominant theme. The mobilisation of PWDs into forums was also a prominent suggestion.

4.3 Summary

This chapter related the findings from the online survey on disability employment at SA companies. Eighty-six participants, representing 86 companies, completed the survey. Ten headings organised the constructs explored in the survey.

The discussion and conclusions from the survey will be related in Chapter 6. The following chapter will present the findings/themes from the case studies of three companies that participated in the survey.

5 Case study results

This chapter will present the results from the three case studies on disability employment at three South African companies. The following research questions were posed for the case studies:

1. What are the perspectives, practices and policies in recruiting, employing and advancing PWDs in three companies with proven records of PWD employment?
2. What are the experiences of and with EWDs that are employed in the above three companies?
3. What initiatives do the company have for integrating PWDs into the company?
4. What are the facilitators and barriers to integrating PWDs into SA companies?

The results are presented in similar fashion for all three companies under the same broad headings. The case studies which follow are very long and detailed to enable the reader to assess the adequacy of the data analysis. A summary table (Table 5.4) of the key findings across the three cases is, however, provided at the end of this chapter for ease of reference. Also, for brevity's sake, only quotations that highlighted an unique description or complex construct or experience (other than just relating a fact) were included in this section. All findings described in the text, however, have been referenced to the direct quotations from the participants in each relevant appendix.

The referencing style should be interpreted as follows: ([199], p.N-79) is the one-hundred-and-ninety-ninth referenced quote/s in support of the relevant sentence/passage and can be found in Appendix N on page N-79. In the Appendices, each numbered quote is also followed by a reference. The reference refers to a specific participant, as well as the Atlas-assigned file name and line information (e.g. P14: DM450020_final.doc - 14:17 [(102:112)] means the quote is from participant 14, file name DM450020_final, lines 102 – 112). Appendix N relates all the quotes referenced for Company A, Appendix O contains all the quotes for Company B and Appendix P presents all the quotes for Company C.

5.1 Company A

The company's core business is metal manufacturing ([1], p.N-1). The company has a total of 9 500 employees based in South Africa ([2], p.N-1). Only around one percent of its employees have a disability.

5.1.1 Descriptions of participants and EWDs in the company

The following section will describe the participants in the interviews and also EWDs in the company in general.

5.1.1.1 Interview participants

Fourteen participants took part in the interviews for the case study. Seven of the participants have a disability of some kind. Three of the EWDs have a mobility impairment, three have a sensory impairment and one has a degenerative medical condition. Six participants have no disability and are based in either Human Resources (HR), employee wellness or medical management in the company. One participant is a direct supervisor of EWDs. A summary of descriptive statistics for each participant is related in Table 5.1.

After the table is related, more background information on the EWDs and then the other participants will be given.

Table 5.1

Descriptive Statistics for Company A Interview Participants

Participant	Type of Employee	Age	Race	Gender	Years in Company	Current job
1	EWD	39	Caucasian	Male	20	Computer systems analyst
2	EWD	40	Caucasian	Male	21	Sales manager
3	EWD	46	Caucasian	Female	20	Administrative assistant
4	EWD	45	Caucasian	Male	23	Project manager
5	EWD	49	Caucasian	Male	13	Access protection services
6	EWD	32	Caucasian	Male	8	Access protection services
7	Supervisor	40	Caucasian	Male	21	Station officer
8	EWD	59	Caucasian	Male	30	Electrician
9	HR	42	Caucasian	Male	20	HR manager
10	HR	58	Caucasian	Male	41	HR manager
11	Medical personnel	45	Black	Male	.15	Medical doctor
12	HR	41	Black	Male	15	HR manager
13	HR	49	Caucasian	Male	26	HR manager
14	EWD	48	Black	Male	7	Senior group manager (HR)

Participant 1 is an EWD and has a genetic life-long sensory disability (loss of sight in both eyes) ([3], p.N-1). The participant prefers technical jobs to management positions. When he first started at the company there was less technology to accommodate his disability, but no environmental accommodations were ever needed for him to perform his tasks at the company ([4], p.N-1). He has about 30-40 co-workers in his immediate environment ([4], p.N-1). His group also had to become accustomed to having an EWD in their team ([5], p.N-1).

Participant 2 is an EWD with a less obvious disability in the form of Type 1 Diabetes, which he has had for 26 years. The disease presented for the first time about five years after his appointment at the company. The participant declared his disability to the company from the outset ([6], p.N-2). He works in the sales and marketing unit at the corporate office ([7], p.N-2). He has six personnel that report to him directly and has a wide scope of responsibility. He is in senior management ([7], p.N-2). He is considering changing jobs owing to the excessive stress in his current job ([8], p.N-2).

Participant 3 is an EWD and acquired a partial sensory disability (loss of sight in one eye) 10 years ago in a car accident ([9], p.N-3). No accommodations were needed for her to return to work after acquiring

disability ([10], p.N-3). She reports to one manager, but performs duties for four managers. She is the only EWD in her department ([11], p.N-4).

Participant 4 is an EWD with a genetic life-long sensory disability (hearing loss in one ear). No accommodations were needed to employ him and he was employed with the existing disability known to the company ([12], p.N-4). His daily working group consists of three co-workers, while his whole project team has 35 staff members. This working group is also part of the bigger engineering group ([13], p.N-5). He is excited about his current job and wants to challenge himself to advance and grow in his career ([14], p.N-5).

Participant 5 is an EWD who acquired his disability 32 years ago, prior to appointment at the current company ([15], p.N-5). The participant has a mobility impairment (wheelchair user with a T12 spinal injury) ([15], p.N-5). The participant has performed different jobs at the company, but has remained in the same unit and has had very little advancement ([16], p.N-5). He has applied for a new job within the company, but in a different division, and hopes that his application is successful. The new job would be in an office setting ([17], p.N-5).

Participant 6 has a genetic, degenerative mobility impairment (Hereditary spastic paraplegia). The participant can still manage to walk short distances with crutches, but started using mostly a wheelchair three years ago ([18], p.N-6). The participant enjoys his job, apart from a few accessibility challenges ([19], p.N-6).

Participant 8 acquired his mobility disability about four years ago following a motorcycle accident (multiple breaks in one leg that led to walking difficulties). He regained almost full functioning of his injured arm thanks to physiotherapy, but his leg still presents mobility problems and requires rest after exercise ([21], p.N-6). The lack of mobility and reduced walking speed still frustrates him ([21], p.N-6). He was initially given a job change accommodation, but he refused to remain in that position and returned to his pre-injury job within months of return to work ([24], p.N-7). He can still perform most aspects of his job, but some mobility requirements, such as climbing steps, present difficulties ([22], p.N-7).

Participant 14 is an EWD with a mobility impairment (T12 spinal injury which caused paraplegia and thus he became a wheelchair user) ([30], p.N-9). The participant acquired his disability six years ago through a traumatic event which caused spinal damage. He was employed by the company for one year prior to acquiring disability. After his injury he underwent a job change accommodation, but remained in senior management. He finds his job fulfilling ([31], p.N-10). He is motivated to excel and advance in his current job ([32], p.N-10). The participant is very actively involved in national incentives and committees to promote disability employment ([30], p.N-9).

Four HR participants without disabilities also took part in the interviews. Participant 9 is a Human Resources manager and consultant. One of his portfolios is to identify ways to accommodate employees that acquire disability. He has never had contact with any DPOs ([25], p.N-8). Participant 10 is a manager in the company and works as a HR consultant ([26], p.N-8). Participant 12 has been a HR manager for the past three years ([28], p.N-8). Participant 13 is the HR manager for Talent Development and Resourcing ([29], p.N-9). He works with applications for transfer when a job change accommodation is necessary for acquired

disability. He also facilitates communication with management and employees during job change accommodations ([29], p.N-9).

Two other participants without a disability were interviewed. Participant 7 is a manager and his current position is a station officer/supervisor ([20], p.N-6). He directly supervises 89 employees. Two of his employees have disabilities. Participant 11 is a medical doctor who is responsible for occupational health at two company locations. He helps with job-disability fit determination with acquired disability employees, as well as accommodation recommendations. He is also involved with the treatment of on-the-job injuries ([27], p.N-8).

5.1.1.2 Description of EWDs in company

Eight interview participants commented that there were some, but not many current EWDs in the company ([33], p.N-10). One HR manager said that physical disability was the most common disability type in the company, whereas intellectual disability is the least ([34], p.N-11). Two participants remarked that there were limited examples of PWDs in management at the company ([35], p.N-11). Two participants indicated that there were no specific internships for PWDs ([36], p.N-11), although one did mention that there may have been one EWD trainee at the main plant ([37], p.N-11).

One HR manager confirmed that there was a growth in recorded EWD numbers in the company, mainly due to higher declaration by existing EWDs ([38], p.N-12). One HR manager said that some EWDs in the company were retained and accommodated after acquiring a disability while already employed by the company ([39], p.N-12). The company is perceived as willing to increase their engagement with PWDs, according to two participants ([40], p.N-12).

5.1.2 Accessibility

Accessibility to company systems and environments are discussed in this section. The section, however, starts by exploring budgeting for accessibility in the company.

5.1.2.1 Budgeting for accessibility improvements

Divisions that currently have EWDs have used their own divisional budget for physical structure changes in the division ([51], p.N-19). Some facilities at the respondents' location were made more accessible and budgeted through the normal operating budget ([51], p.N-19). Two participants confirmed this budgeting system.

Some environments that are earmarked for PWD recruitment are still inaccessible, but new company budgets should address this ([52], p.N-20). Efforts by the company to address inaccessible environments were halted owing to the economic crisis. The pending budget will include a category to improve accessibility ([52], p.N-20). Accessibility improvements that are needed in areas that have been earmarked for future PWD employments will be budgeted for by each targeted department ([53], p.N-20). This theme was raised by a senior HR manager.

5.1.2.2 *Current accessibility at company*

Company policy seems to suggest that PWDs are an important part of the company, but a lack of physical accessibility creates a discrepancy between policy and practice ([54], p.N-20). Accessibility in the company is still lacking in some areas, especially for persons with mobility problems. One participant mentioned that the company's recruitment offices were inaccessible for wheelchair users ([55], p.N-21). Outside courses for career advancement can present accessibility problems for EWDs. There is inadequate parking for wheelchair users at the company, according to an EWD and manager ([60], p.N-23). Accessible parking arrangements for a wheelchair user are inhibited by a central facilities management system that is out of the control of a direct manager ([60], p.N-23). A direct supervisor also confirmed that some security access systems to the company premises would be inadequate for larger numbers of wheelchair users ([59], p.N-23).

The nature of the company's core business also does not lend itself to the adequate development of accessible environments for EWDs, according to six participants ([65], p.N-25). Participant 13 explains it this way:

R: As a general, and a broad assumption, yes. In our environment it's extremely dangerous for people with disabilities to go into the plant. However, having said that, I believe that certain things can be done, at quite a cost, where we can accommodate people in pulpits. Which is an office where they use computers and equipment. So in general, I must say yes. Rather the office and primarily from a safety perspective. Not from a functional perspective.

Some believe that limited access for persons with mobility and sight impairment is a barrier to their employment at company. Six participants discussed this theme ([54], p.N-20). One participant says that the lack of accessible environments restricts the employment of diverse disabilities at the company ([66], p.N-26). Another mentioned that the lack of expertise/consultants in the country on accessibility provides challenges for companies wanting to be informed on accessibility ([67], p.N-26).

Some accessibility in the immediate working environments of PWDs is, however, ensured by the company, but widespread access to the premises is not a reality ([54], p.N-20). Accessibility for EWDs in their immediate working environments was adequate at the time of their appointment, according to six participants ([61], p.N-23). One participant's accessibility was ensured mostly due to the presence of another EWD in the appointed section. Another participant changed jobs within the company and the company adjusted the toilets in the new section to meet the needs of wheelchair users ([61], p.N-23). Another participant mentioned that office settings at the company were more suited to accommodate persons with disabilities (although some access problems remain) ([56], p.N-22). Another EWD also mentioned that on-site training was accessible for employees with mobility impairment. ([57], p.N-22). The company also provided some environmental accommodations to EWDs post-appointment, according to two EWDs ([62], p.N-24).

Although some environmental accommodations were provided by the company, not all were adequate ([63], p.N-24). When one participant returned to the company premises after acquiring his disability, he

found the access accommodation made by the company to be inadequate ([64], p.N-25). The company is still improving access in this EWD's building owing to his insistence. One EWD mentioned that some access ramps that were built to accommodate EWD were too steep, or had a difficult surface covering for him to navigate without the help of colleagues ([58], p.N-22). Inaccessible environments can put an EWD in the uncomfortable position of having to ask colleagues for mobility help ([58], p.N-22).

5.1.2.3 Sources of information on accessibility planning in company

The company has started auditing their premises to identify which areas that are frequented by EWDs are accessible ([68], p.N-27). The company has done internal and external accessibility audits to improve and plan for accessibility improvements ([68], p.N-27). A self-assessment internal company accessibility tool has been developed to determine and plan accessibility ([68], p.N-27). One senior HR manager says that the internal accessibility audit will guide central procurement on where accessibility changes should take place ([68], p.N-27).

Direct consultations with EWDs themselves also guided past accessibility planning ([69], p.N-28). One direct supervisor obtained information on appropriate environmental accommodation from the EWDs themselves.

5.1.2.4 Suggestions to company on accessibility

Respondents feel that accessibility efforts should be focused on areas PWDs frequent ([70], p.N-28). Four respondents do not feel that whole premises should be made accessible, but that the focus should rather be on parts that EWDs frequent. The general feeling is that it is not practical, nor logical, to insist that every single system is adapted for EWDs. Disability type can also play a role in which accommodations should be planned prior to appointment ([70], p.N-28).

Accessibility audits and an access database may facilitate advancement and recruitment of PWDs. The company would provide better opportunities for career advancement for EWDs if an accessibility audit highlights which sections in the company are suitably accessible for EWDs ([71], p.N-29). The lack of widespread access on the premises limits the amount and/or type of jobs available, according to an EWD ([71], p.N-29). One EWD suggested that a database of accessibility status of buildings on company premises would help EWDs to know which jobs they could apply for ([72], p.N-29). Three participants mentioned that accessibility had to be assured prior to appointing a PWD ([73], p.N-29). An accessibility and company culture audit should precede PWD recruitment.

5.1.3 Accommodations for PWDs

The company has a corporate guideline on reasonable accommodations ([74], p.N-31). "The purpose of this document is to provide guidelines on reasonable accommodation of new recruits, and existing employees, with disabilities". The company also has guidelines on "determining unjustifiable hardship when deciding on reasonable accommodation measures ([75], p.N-33). "The purpose of this document is to provide a guideline to determine when unjustifiable hardship will be caused by accommodating people with disabilities". The company considers accommodations on a case-by-case basis, according to a senior

manager ([80], p.N-37). Systems are also in place to manage and provide reasonable accommodations for acquired disabilities ([82], p.N-37).

Participants also interpret corporate guidelines into their own understanding of reasonable accommodation. One participant describes reasonable accommodation as follows ([76], p.N-35):

R: Reasonable accommodation is, you'll either try to replace a person in another position where he can function...And if not, you accommodate him in his present position, where he cannot do all the tasks, but you'll keep him there and, basically, put in support mechanisms...to get the other tasks that he cannot do, to get them done.

P 9: DM450019_final.doc - 9:10 [(45:45)]

Two managers highlighted the business versus moral dilemma when making accommodation decisions ([79], p.N-36). One participant mentioned that there was a difference between reasonable accommodations and unjustifiable hardship ([77], p.N-35). One senior HR manager thinks it is unrealistic not to consider a cost-benefit in reasonable accommodation versus unjustifiable hardship ([78], p.N-36). It is unrealistic not to consider cost when debating about reasonable accommodations, especially for profit companies. Also, accommodations that would present a safety risk are not considered reasonable and disability pension is then considered, according to two HR participants ([79], p.N-36).

Two HR participants were positive about the corporate guidelines on accommodations in the company. The company has clear guidelines on all areas of reasonable accommodation and medical management of injuries, according to a senior HR manager ([81], p.N-37). Another participant also confirms that there are clear guidelines and systems for temporary medical leave due to acquiring a disability in the company ([83], p.N-37). The rest of this section will explore several aspects of accommodations made at the company.

5.1.3.1 Types of accommodations made by company

Three types of accommodations made by the company are presented in this section, as well as reactions to these accommodations made.

5.1.3.1.1 Job change accommodations

Four participants mentioned several examples of job change accommodations made by the company ([84], p.N-38). Job change accommodations takes place after an existing EWD acquires a disability. Two HR participants confirmed that HR lent support to the job change accommodation process ([95], p.N-42).

A standardised form and procedures guide HR in evaluating whether a person who acquires a disability can remain in their current position ([86], p.N-38). HR and an on-site medical team evaluates an employee after acquiring a disability and determines their level of functioning and accommodations required ([87], p.N-39). A panel/group discussion takes place to discuss and plan any accommodations that are made for employees acquiring disability ([91], p.N-40). A panel and medical evaluation precedes medical incapacity judgements ([92], p.N-40).

A doctor's report is consulted and followed up with an area inspection when an accommodation request is considered ([93], p.N-41). Another participant explains that a job and work area inspection precedes accommodation considerations for an employee that acquired a disability ([90], p.N-40). This inspection determines the level of functioning of the EWD in his/her pre-injury job, the level of anticipated recovery and what is needed to accommodate the EWD in the company after injury. There is also a follow-up with all the role players after a job change accommodation is made ([96], p.N-43).

In determining job suitability for a person who acquires a disability, the company focuses on an employee's skill-set and matches this with the job requirements, according to one HR consultant ([88], p.N-39). Job change accommodations are guided by the remaining functionality of the EWD and matched with job requirements ([89], p.N-39). The essential functions of a job always dictate evaluations on job suitability and whether an employee can be accommodated in their existing or other job following disability. This theme was mentioned by three HR participants and one medical management participant.

Some logistic challenges have to be overcome before accommodations can be made. Job change accommodations are dependent on vacancies and successful transfer applications, according to four participants ([94], p.N-41). Although there are clear and well-established procedures guiding job change accommodations, one HR manager did mention that the logistics involved with job change accommodations are presenting challenges to the company ([97], p.N-43). Also, if an EWD does not accept the accommodation of a lower graded job with lower pay, then the EWD is declared medically unfit, according to a HR manager ([98], p.N-43).

Some job change accommodation that the company made resulted in great dissatisfaction from a staff member that acquired a disability ([130], p.N-53). One EWD (participant 8) refused to accept the company's job change accommodation and insisted on returning to his pre-injury job ([130], p.N-53):

I: Ok, tell me about that, what did you do to keep your job?

R: We had a manager at the time who actually wanted to stick me in an office...I moved to the planning office for a while and I was dumped...I was given nothing interesting to do. I think I was in that office for three months. Hey, if contractors come to the plant, they get a little sticker for their hat...and that was my job. So if no contractors come, I had done nothing and that's not me...

R: So after three months, I said to the people in the office, "bye bye I'm going back to my section". I walked back to my desk and my tea room for the [inaudible] in the morning, I said good morning to the foreman, as if I had never left.

I: And that was it?

R: That was it....

I: What would have worked for you, the previous supervisor, what would have worked for you? What could he have done to make your life easier?

R: That's not easier my dear, that is not easier. Sticking me in an office is not easier!

Some logistic solutions for job change accommodation have also been established to help manage the process. A job change accommodation does not necessarily mean that environmental changes to the new location are necessary ([99], p.N-44). Another also highlighted that administrative/office-based positions were preferred for job change accommodations following acquired disabilities ([100], p.N-44). Another confirmed that accommodations within an employee's existing team are preferred before moving an EWD to a new section ([101], p.N-44).

One participant also said that an accommodation could take the form of a forced job downgrade ([85], p.N-38). Job downgrade accommodations may result in pay cuts for accommodated EWDs. Five participants mentioned this theme ([131], p.N-53). Two HR participants related that the practice of job downgrading accommodations was currently under review ([102], p.N-44). The company policy now indicates that they are against pay cuts due to a job change accommodation ([103], p.N-44).

Three participants also mentioned that even if a pay cut did not take place for an EWD accommodated in a lower level job, the employee could be disadvantaged by limited pay rises and career advancement opportunities in the future ([132], p.N-54). Participant 9 discussed the challenges with advancing accommodated EWDs:

I: The next question is more to do with what were the challenges in retaining and advancing people. So we've done the retaining part a bit, what do you think is the career path, for advancing, for the people that [have] disabilities?

R: That's where your real problems come into play. Most instances your advancement for that person is going to be very, very limited. You're already accommodating him in another position, where he cannot do everything...Now, if you look at promotion, most of the time, your seniors, what you've got in the area, must be able to do all the manning points. If somebody's not there, he handles that...That's where your problem comes in, because it's actually meeting the job requirements then.

5.1.3.1.2 Job tasks accommodations/reassignment

Three participants confirmed that there had been job tasks accommodations at the company ([104], p.N-45). Assistance accommodation was made for a highly skilled employee who acquired disability ([105], p.N-45). Assistance from his trainees helped manage his physical challenges. This was a form of informal work re-distribution accommodation. There was also some job task reassignment made for an EWD due to an additional appointment in his team ([106], p.N-45). Additionally, one EWD mentioned that the company had allowed him extended sick leave and flexi-time accommodation to recover from disability-causing injury ([107], p.N-45).

5.1.3.1.3 Environmental and equipment accommodations

Participants confirmed that EWDs did receive requested accommodations from the company ([112], p.N-47). Most structural and environmental accommodation requests by EWDs were granted and provided rapidly by the company, according to two EWDs ([110], p.N-46). The company changed the physical

environment to ensure wheelchair access for an employee who acquired disability ([108], p.N-46). An EWD's request for floor levelling was also quickly granted and resolved ([111], p.N-47). Another job environment accommodation allowed an EWD's health to improve dramatically and is one example of positive consequences and advancement taking place following accommodation ([108], p.N-46). The company has accommodated persons with obvious disabilities in office settings ([109], p.N-46). One EWD requested and received multiple equipment and software accommodations from the company ([113], p.N-47). Another EWD was also granted all his accommodation requests ([117], p.N-48).

One EWD decided to request structural changes in office building to allow him to move his office to join his team ([114], p.N-47). The company practice of accommodating EWDs in ground floor offices physically separated the EWD from his team. This EWD (participant 14) insisted and received environmental accommodations to allow him to join his team on a higher floor ([114], p.N-47):

R: And it was something that I have seen. I have noticed myself that, okay, now that I am on the ground floor, it would appear that I am isolated from anybody. You know, I'm not even the same floor as my other colleagues and that is unacceptable. So I decided I need to go join my team.

5.1.3.2 Perception of company support in accommodating PWDs

The company makes an effort to accommodate an employee reasonably after acquiring disability, according to two participants ([115], p.N-48). Another mentioned that proper communication and management of employee accommodation was practised by the company ([116], p.N-48). One direct manager also feels confident that all accommodation requests from EWDs were granted, apart from one salary adjustment ([118], p.N-48). Minor accommodation requests are also granted quite rapidly by the company ([119], p.N-48).

One EWD said that the company had provided very little support to EWDs with a non-obvious disability ([120], p.N-49). One highly skilled EWD (participant 2) felt that unless he could be accommodated by the company, either with a task reassignment or job change, he would have to resign from the company to protect his health ([121], p.N-49):

R: So I have got quite a wealth of knowledge and skills to contribute, but given the job pressure as such, I know it's not really good for my health to start off with and it's... at a stage, if I cannot get into a situation where I move, let's say into a business improvement role or more into a consulting role or a more flexible type of job environment, I would get to that stage where I say okay, I have to get out of the corporate business.

I: Right and what do you see happening... If you now have a job shift, if you have a responsibility shift, do you see them, as employing more people? Do you see them as having an assistant - physically having an assistant that can help you with the job? How do we accomplish that?

R: Probably something... I can't see them employing more people in practice, but something in the form of an assistant would certainly be helpful.

5.1.3.3 Budget for accommodations

Two HR managers said that there was no central budget for accommodations and each manager budgeted for accommodations on a case-to-case basis ([123], p.N-50). Divisions/departments that are earmarked to recruit EWDs have to start budgeting for accessibility accommodations (already reported in accessibility section), according to a senior HR manager ([122], p.N-49). Line managers have to execute and budget for accommodation needed in their division's decisions ([124], p.N-50).

Three participants said that accommodations made for EWDs in office-based division had minimal cost ([125], p.N-50). An office-based environment is easier and more cost-effective for accommodating EWDs ([126], p.N-50).

5.1.3.4 Co-worker reactions to accommodations

There seems to be no resentment from co-workers of the accommodations that EWDs receive from the company when these accommodations don't influence the co-workers directly ([127], p.N-50). Five participants related this theme.

Four participants, however, said that some job change accommodations may result in co-worker resentment, especially when they involve job reassignment within a team ([128], p.N-51). There are, however, exceptions, where re-integration and redistribution of tasks after acquiring disability did not negatively affect relationships between the EWD and his team ([129], p.N-52). This was mostly due to long standing and good relationships that were fostered prior to acquiring disability, as well as positive EWD attitude.

5.1.3.5 Other consequences of accommodations

Misuse and misunderstanding of company efforts to accommodate an EWD can lead to dissatisfaction with individual EWDs ([134], p.N-55). Two participants also discussed that the company could lose productivity in instances where an EWD was retained in the same job as prior to their injury ([133], p.N-55).

Negative consequences can result when an EWD refuses an accommodation by the company. When an EWD refuses accommodations by the company, medical incapacity has to be declared and job loss takes place, according to one HR manager ([135], p.N-55). Another HR manager also mentions that perceived negative consequences of accommodations in the company has created resistance from workers to declare their disabilities ([136], p.N-56).

Not all accommodations, however, have negative consequences. A manager that acquired disability also received a job change accommodation, but the new job was similar in status and benefits to the pre-disability job ([137], p.N-56). He accepted his job change accommodation and sees his new job as a fitting challenge. A HR manager also related that one EWD's health recovered due to a job change and he was able to advance to a new position ([138], p.N-56). Another said that job retainment and the possibility of future advancement were positive outcomes for EWDs receiving a job change accommodation ([139], p.N-57). Pay cuts are also not always a reality for EWDs that are accommodated in lower level jobs, according to one

participant ([143], p.N-58). A policy to protect an employee's salary when an acquired disability causes a job downgrade is under review ([144], p.N-58).

Negative consequences are also reduced if an EWD is accommodated in a willing team that can easily accommodate that person, according to one HR manager ([140], p.N-57). A medical management participant also feels that there are few negative consequences if the accommodation process is managed well ([141], p.N-57). An office-based ground floor environment has made accommodating EWDs in the division easy for the manager in question ([142], p.N-57).

5.1.3.6 *Suggestions on accommodations*

One manager suggested that there was a need for proper management of the accommodation process ([152], p.N-59). The classification and declaration of EWDs in the company would help manage and plan for accommodations needed in company, according to one HR manager ([145], p.N-58). A senior manager said that the company should audit their systems and environment and identify areas that can accommodate EWDs ([150], p.N-59).

Another participant suggested that a central budget may facilitate better accommodation planning ([147], p.N-58). A central company-wide budget for accommodations would help manage accommodations and also encourage greater disability disclosure ([148], p.N-58). One EWD said that the company should budget for accommodations in advance ([149], p.N-59).

Better communication can help the accommodation process. One participant said that communication within a working team could help the team prepare and adjust for having an accommodated PWD in the team ([146], p.N-58). Another thinks the company can be more pro-active in asking EWDs what they require to be fully productive ([151], p.N-59).

An EWD also said that accommodating EWDs went beyond environmental accommodations ([153], p.N-59). Accommodations for less obvious disabilities and other types of accommodations should be considered ([154], p.N-60). Job load alleviation and flexi-time accommodations would be helpful for EWDs with chronic medical problems ([155], p.N-60).

5.1.4 *Advancement of EWDs in the company*

Advancement is another important aspect in any work setting. This section explores opportunities and barriers for advancement and training, as well as facilitators for the advancement of EWDs in the company.

5.1.4.1 *Opportunities, barriers and facilitators for EWD advancement*

There are opportunities for EWDs to advance in the company, according to five participants (three EWDs and two HR participants) ([156], p.N-60). Although EWDs have some advancement opportunities in the company, there is room for improvement, according to two HR participants ([157], p.N-61).

Four EWDs, however, said that there was a lack of EWD advancement in company. They said this could be an indication of little support for PWDs by the company ([159], p.N-61). There is also some discrimination against EWDs when they are competing with able-bodied employees for a new position of

advancement, according to one EWD and one manager ([161], p.N-64). One EWD feels that he has to be even better than his able-bodied colleagues to be considered for advancement ([162], p.N-64).

Owing to a skills shortage in certain skilled positions in the company, there is limited advancement to other positions for EWDs in these positions ([160], p.N-63). Unless an employee has a champion from management to encourage advancement, he/she can remain in the same job description indefinitely. This theme was raised by two EWDs ([160], p.N-63).

Another three participants said that a lack of flexible job descriptions/career path for EWDs was limiting their advancement potential in the company ([164], p.N-65). Inflexible job description and requirements made it difficult for an EWD to advance due to an inability to perform some aspect of the standard job description. One EWD fought for advancement, but was denied owing to his inability to perform certain aspects of his job requirement ([163], p.N-64).

In addition, accommodated EWDs may struggle to advance in the company. Accommodated EWDs that are unable to perform all the required tasks in a company's standard job title description may also be blocked for advancement owing to limited functioning and potential co-worker resentment ([163], p.N-64). A job downgrade accommodation for some EWDs has also led to a lack of advancement opportunities in that division ([165], p.N-66). Job downgrade accommodations can have a long-term limiting effect on an EWDs advancement potential, according to one HR consultant ([165], p.N-66).

Certain job titles performed by EWDs may also have no scope for advancement ([166], p.N-66). There is little to no career planning for the type of jobs performed by most EWDs, which limits their advancement, according to a HR consultant ([167], p.N-66). One HR participant also said that EWDs may have more opportunities for advancement if they consider changing jobs when vacancies arise ([158], p.N-61). Further career training for other job titles would have to be undertaken to change jobs and then advance, according to one EWD ([166], p.N-66).

Additional barriers to advancement also remain at the company. One participant mentioned that safety risks limit advancement for EWDs in company ([168], p.N-66). An EWD also said that it was impossible for a EWD with mobility impairment to advance in his current division due to the physical requirements of higher positions within division ([169], p.N-67). A lack of HR support has resulted in major delays in advancing EWD in division, according to one EWD and his manager ([170], p.N-67). Delays in the upgrading of an EWD's job seems to be due to administrative delays and not the presence of a disability ([171], p.N-67). One EWD felt that a lack of email access negatively affected the EWD's chances of remaining informed about vacancies and other happenings within company ([172], p.N-67).

Despite numerous barriers to advancement in the company, some facilitators were also mentioned by participants. One EWD (participant 14) feels that his determination to advance will help him advance in the company ([173], p.N-68):

R: And I am not prepared... I am not going to sit and do just this position. I am still inspired to go up...Because you have got to lead that portion by example, because if you flawed it, you end up

here. You are implying that, with disability, where they fit you, where they slot you in, you die in that little corner...So you've got to move up.

Other facilitators may also assist future advancement of EWDs. An increased awareness of EWDs in the company may improve their chances for advancement in the company, according to another EWD ([174], p.N-68). One EWD also suggested that better internal communication on accessibility and job opportunities for PWDs would make the employment experience and chances of advancement for PWDs more rewarding ([176], p.N-68). The new policy on disability management may also allow wider job descriptions for accommodated EWDs, according to an HR manager ([175], p.N-68). Standard job descriptions may be adjusted and tailored to suit the abilities of the EWD. This may lead to better performance evaluations and chances for advancement ([175], p.N-68).

5.1.4.2 Training opportunities for career advancement

EWDs have experienced no discrimination from the company for career advancement training, according to five participants (4 EWDs & 1 HR) ([177], p.N-68). According to one HR consultant, there has been some career planning with EWDs ([178], p.N-69). Some opportunities for career advancement training, though, may be missed by EWDs owing to inaccessible training venues, according to one EWD ([179], p.N-69).

Mentoring and career training would help advance EWDs in the company, according to two EWDs ([181], p.N-70). Two EWDs felt that EWDs should be afforded the same opportunities to complete career training for advancement ([180], p.N-69). Another EWD felt that disabilities which would get progressively worse should be considered when career planning takes place in the company ([182], p.N-70).

5.1.5 Employment experiences with and of EWDs

The employment experiences of EWDs can incorporate all the other headings and themes discussed throughout this chapter. This section, however, will highlight two important social and personal experiences of working at the company: corporate culture and the perception of EWD performances.

5.1.5.1 Corporate culture

One EWD said that the company's focus on profit did not lend itself to additional effort and expenses for accommodating PWDs ([214], p.N-85). Another EWD was unsure of the company commitment to EWDs ([215], p.N-85). A third said the company had an uncaring image ([216], p.N-85). Another said company management seems reluctant to change ([217], p.N-85) and that the management culture needs to be addressed to increase the presence of PWDs in company ([218], p.N-85). One EWD (participant 4) felt that the company had a good public relations campaign on accommodating PWDs, but the reality is not always the same ([219], p.N-86):

R: No, I think that is quite... I think what is it all about and how a company normally operates in a sense of just to get everything in place and to say to the outside, well, I've got this policy and I have got this in place - I am looking fine and happy...For his own stakeholders' sake and to look good in the market. So yeah...I think it's a false impression if you're... I am not saying I am negative

about the company, but that's the impression what you actually see what happens within the organisation and stuff like that. And it's not only for us, it's throughout...its worldwide like...

I: Yes, I think so.

R: So yeah...

I: So what they're saying, they're not really practising what they preach yet.

R: That's correct. That's the right word to use.

I: That makes sense.

R: And it happens each and every day like, yeah...

Three EWDs and three HR participants also said that the overall company culture was one of ignorance about disability ([220], p.N-86). One HR manager also said that line managers in the company were possibly biased against EWDs ([221], p.N-87). This was based on managerial focus on perceived disability and not actual ability in performing the job. One EWD said that the strong focus on performance targets made it an unforgiving culture towards anyone with limitations ([222], p.N-87).

Resentment by co-workers can also result when an EWD has health-related absence from work that affects productivity, according to one EWD ([223], p.N-87). Excessive sick leave granted to EWDs can create a resistant culture with co-workers and managers to accept the EWD into the group, according to an HR manager ([224], p.N-88).

Despite the possibility of resentment, co-workers, in general, seem very willing to help EWDs ([225], p.N-88). Specific divisions and co-workers that are accustomed to EWDs have a positive culture towards EWDs ([225], p.N-88). Seven EWDs and one supervisor agreed on this theme.

One HR manager also said that the company had evolved a more receptive culture towards minorities ([226], p.N-90). There is a more accepting culture in office-based environments and have a positive culture towards EWDs ([227], p.N-90). A supervisor and two HR participants mentioned this. Also, all the EWDs interviewed were mostly happy with their jobs ([228], p.N-90). EWDs seem to have a good and open relationships with their managers, according to five EWDs ([229], p.N-91).

5.1.5.2 *Dedication, productivity and performance of EWDs*

Due to limited career opportunities, EWDs tend to be even more dedicated to their jobs than able-bodied colleagues, according to one EWD ([46], p.N-17). One manager also felt that EWDs were very dedicated to their jobs ([47], p.N-17).

The general perception in the company may be that EWDs have limited job performance, but participants in contact with EWDs disagree. There may be a prevailing perception in the company the PWDs do not perform as well as able-bodied employees ([48], p.N-17). Four participants remarked on this. Seven other participants, however, confirmed that EWDs have good productivity in the company ([50], p.N-18). One HR manager (participant 13) also states that properly accommodated EWDs have no problems with productivity ([49], p.N-18 & [50], p.N-18):

R: If I may use an analogy, maybe I'm not explaining myself properly, but I'm a cyclist. So if I have a flat tyre, I must first repair the tyre then I don't have a problem anymore. And it's the same here. If I employ someone with a disability and I fix the situation of their environment, he is not disabled anymore. ...But he's still living with a disability.

I: So your bike was disabled by its flat tyre.

R: Flat tyre. The moment that it was fixed, it was not disabled anymore.

EWDs also do not request excessive sick leave, according to one supervisor ([44], p.N-16). There are, however, some instances where EWDs have to be accommodated with additional sick leave ([45], p.N-16). Two HR managers mentioned additional sick leave provided for EWDs in the company.

5.1.6 Initiatives by and suggestions for the company to enhance employment outcomes for PWDs

The company has several initiatives that relate to the enhancement of the employment experiences of EWDs. These initiatives are discussed and, where relevant, suggestions by participants on improving these initiatives are related.

5.1.6.1 Financial aid initiatives

The company has in the past (and will in the future) supported individual learners with disabilities with study bursaries, according to a senior manager ([230], p.N-91). One EWD reported that the company had sponsored individual EWDs in the company for sporting events ([231], p.N-92).

For on-the-job injuries or acquired disability in existing employees, the company has a Compensation for Occupational Injuries fund ([232], p.N-92). The fund ensures that an employee still receives an income during periods of recovery from injury, according to a HR manager. The company also has a capital fund that supplements the income of EWDs with job downgrade accommodations ([233], p.N-92).

5.1.6.2 Declaration of disability initiatives

Declaration of disability is an ongoing initiative at the company to assist with accommodating EWDs, according to two EWDs ([234], p.N-92). One EWD (participant 8), for example, described initial reluctance to declare his disability, but accepted the label to protect his job ([23], p.N-7):

R: And at one time, I mean I had had the accident months and months before anybody decided to say "hey man, you're disabled, we can label you disabled". I said "So, what the hell? Why label me disabled now?" But you see, if you are labelled disabled...yeah, so they said was, "But now you're disabled, the company can't get rid of you". Because at the time, there was the recession and, well yeah, ok, that could be to my advantage, I mean if I've got a stiff leg, they might get rid of me, but if I'm, if they label me disabled, then they can't...I said "Ok, go ahead".

I: So you have no problem with that label now?

R: No, I've even got a blue sticker on my car.

The declaration drives, however, have not been completely effective in identifying all EWDs in company ([235], p.N-93), as also mentioned by participant 12:

I: And tell me about that registration process? Was it successful? Were you able to identify people with disabilities through that?

R: We were able to identify people with disability with that, but not to an extent that I personally think that, or believe that, we could have. I think we could have done more...Because employees also have some perception. Because we've gone through so many restructuring, whenever that process unfolds, they would have thought that if I come out as a person who know that I've got a certain specific disability, would not just come forth...Because I mean you're volunteering things. It's not something that you could have said it's forced on me. For example...Now, employees would say but this might affect me negatively.

The declaration of hidden disabilities is also limited, according to two EWDs ([236], p.N-93). This lack of declaration can be attributed to the fear that employees may have of negative consequences when declaring ([235], p.N-93). Past disclosure of disability may have been inhibited due to perceived stigma associated with certain conditions. Three HR managers contributed to this theme. Two participants also said that a lack of clear communication and implication of disclosure have inhibited disclosure at the company ([237], p.N-94).

Participants made suggestions on declaration drives for the future. Future declaration drives have to first put EWDs at ease that declaring disability will not negatively influence their careers in the company, according to a HR participant ([238], p.N-94). EWDs should be encouraged to disclose their disability to help the company to manage accommodations (EWD) ([239], p.N-94).

5.1.6.3 Medical and wellness initiatives

One EWD also said that the company had medical care available to persons that acquire disability (temporary or permanent) ([244], p.N-95). Two HR participants indicated that the company accommodated and rehabilitated employees who acquired disability or medical conditions ([245], p.N-95). Two EWDs confirmed that the company contributed towards the medical aid of all employees, including EWDs ([240], p.N-94).

EWDs can also receive extended sick leave. One highly skilled EWD was allowed special medical leave and flexi-time accommodation to recover from his injury ([241], p.N-94). Another EWD mentioned that the company physiotherapist assisted in his recovery following injury ([242], p.N-95). This EWD was also given time off to visit the physio daily. A third EWD received an extended sick leave accommodation to recover after acquiring his disability ([243], p.N-95).

The company has a disability management programme ([246], p.N-96) and a comprehensive wellness programme ([247], p.N-96), according to two HR participants. The wellness programmes have good representation through committees in the company and there are monthly wellness meetings ([248], p.N-96).

5.1.6.4 *Sensitisation and awareness raising initiatives*

There was mixed feedback on sensitisation initiatives presented by the company. Three participants indicated that there had been no formal sensitisation training from the company on working with EWDs ([249], p.N-96). One manager of EWDs also never received any sensitisation from company on working with EWDs ([250], p.N-97). Two HR participants, however, confirmed that there had been some, but not enough sensitisation training for all stakeholders on disability ([251], p.N-97). A HR participant said that there had been limited sensitisation, in the form of road shows, of managers and HR on disabilities ([252], p.N-97). Awareness raising of staff and management have also started by presenting disability statistics and skills in the company's area of operations ([253], p.N-97).

The company is increasing its awareness raising on all types of disabilities ([255], p.N-98). Two HR participants related that an EWD committee, as a part of employee wellness (and assisted by medical personnel), was tasked to build sensitisation at the company towards EWDs and other health-related issues ([254], p.N-97). Awareness raising will take the shape of sensitisation and diversity programmes presented to all staff, according to two EWDs ([255], p.N-98).

Several participants suggested that awareness raising and actual interaction would help socialise and enhance company culture towards PWDs. (EWD) ([258], p.N-99). Proper sensitisation of management and targeting of problematic cultures could improve the integration of PWDs, according to three HR participants ([259], p.N-99). Awareness raising on different types of disability and challenges faced by PWDs must take place in the company, according to a HR participant ([269], p.N-102).

Participants suggested that strategies to prepare and change corporate culture for PWD integration were crucial. (HR) ([260], p.N-100). There is an existing health and safety drive initiative at the company and disability sensitisation can also take the same approach. (EWD) ([256], p.N-98). Using other minority integration measures that proved successful in socialising the culture was also suggested by two HR participants ([270], p.N-102). Annual disability campaigns can help raise awareness in company on PWDs ([265], p.N-101). These campaigns should expose other employees to uncomfortable experiences for PWDs. Awareness raising on PWDs and their accommodation needs in company can be also be undertaken by an outside agency ([257], p.N-99).

Other suggestions by participants highlighted that sensitisation to disability had to be introduced on all levels of employment, according to two EWDs and three HR participants ([263], p.N-100). Sensitisation should also be aimed at management (suggested by one EWD and an HR participant) ([261], p.N-100). Management should be convinced that it is their corporate responsibility to employ PWDs, according to a HR participant ([262], p.N-100). All levels of management should be targeted for raising awareness on disability ([264], p.N-101).

Finally, participants identified that EWDs themselves had a responsibility to raise their challenges and experiences in the company to raise awareness ([266], p.N-101). EWDs can, for example in a focus group, share their experiences and raise awareness of disability in company. (HR) ([267], p.N-102). Internal communication channels can be utilised by EWDs to sensitise employees on the experiences of EWDs in the

company ([268], p.N-102). Sensitisation can happen on group level, with EWDs sharing their stories ([271], p.N-103). Company-wide formal and generic disability sensitisation, however, is seen as impractical ([272], p.N-103).

5.1.6.5 Environmental access initiatives

The company is planning an external accessibility audit, according to a senior manager ([273], p.N-104). This manager also mentioned that the company had done an internal accessibility audit ([274], p.N-104). They have developed a self-assessment accessibility template, based on national building standards for PWD access. The company has already conducted irregular internal and external audits on some environments that are frequented by EWDs ([275], p.N-105).

5.1.7 Policy & guidelines on disability

This section focuses on the definition of an EWD by the company and participants, as well as policies and guidelines that govern disability management.

5.1.7.1 Definition of PWDs

The company has a guideline to identify a person with a disability. The guideline was set “to comply to the obligations of The Employment Equity Act (Act 55 of 1998) and The SA Code of Good Practice on Employment of People with Disabilities” (refer to ([276], p.N-105 for the full guideline). The company has a clear definition of disability for employees to refer to, according to two HR participants ([277], p.N-106). Participant 13 describes his interpretation of this definition:

I: And then, what does it mean for you when we talk about a person with a disability or an employee with a disability. What does that definition entail for you?

R: For me it entails, from a working perspective, that something out of the ordinary must be done to accommodate that person in your, and I put it in inverted commas, “normal” working environment...And that for me defines the disability. So it’s not so much a physical or a specific impairment, but I have to adapt my current work practices to accommodate the person. Be it a bigger computer screen. Be it other ergonomic supplies and so forth.

For a condition to become a disability it has to be long-term or recurring and put a substantial functional limitation on a person ([278], p.N-107). Functional loss or limitation is central to the definition of disability. The BBBEE definition of disability includes employees that have no functional limitation at work, but still have a medical condition that is classified as a disability ([279], p.N-108). Three HR participants confirmed this theme.

It is easy to classify disability where obvious physical limitations exist ([280], p.N-108). The definition of disability can also be dependant on whether accommodations are necessary for a person to perform the essential tasks of a given job ([280], p.N-108).

5.1.7.2 *Policy in practice: guidelines and practice*

The company has several documents guiding disability management ([281], p.N-108). “The company policy on disability management is guided by a checklist.” The checklist has five areas/issues that are further defined and assessed. There are guidelines for medical reporting, examination procedure, disclosure of confidential medical information, as well as medical incapacity guidelines. “Reasonable accommodation” and “Determine Unjustifiable Hardship” documents, as well as “Determining Essential Job Functions” guidelines are given.

There is sometimes, however, a discrepancy between policy and practice ([282], p.N-112). A lack of recruitment is indicative of a discrepancy between policy and practice ([282], p.N-112). Three EWDs mentioned this theme.

Guidelines should put policy into practice ([286], p.N-113). The company has supplemented the definition of disability with clear guidelines to make it more practical, according to a senior manager ([283], p.N-113). Disability policy without application of the policy is ethically wrong, according to one EWD ([284], p.N-113). One HR manager said that putting policy into practice requires disability declaration and dialogue with EWDs ([285], p.N-113).

Three HR participants confirmed that there had been a recent revision in policy on disability ([286], p.N-113). Some felt that there had been some improvement in the latest company disability policy:

- The old company policy did not make reference to PWDs, whereas the new policy does (HR) ([287], p.N-115).
- The new policy supports vacancy management and job-targeting for more PWD recruitment (HR) ([288], p.N-115).
- The new disability policy should give more equal chances for PWDs to apply successfully for jobs in the company (HR) ([289], p.N-115).
- The new policy will make allowances for more flexible job descriptions for EWDs to become eligible for advancement (HR) ([290], p.N-115).

There is confidence that the new guidelines to support policy for disability in the company will help mainstream and manage disability ([286], p.N-113). The company has formulated new policy and guidelines in support of EWDs ([286], p.N-113). The new policy revision involves many role-players, including Employee wellness and HR, supervisors and Union representatives ([291], p.N-115). The new disability policy was aligned and will be applied company-wide ([292], p.N-115).

The company has planned recruitment profiling according to BBBEE requirement. This means that black PWDs are preferred to white PWD candidates ([293], p.N-116). Two HR managers confirmed this. The new BBBEE policy from government, with a focus only on black PWDs, has made it difficult for company to manage disability reporting and recruitment, according to a senior manager ([294], p.N-116).

One HR manager said that the new policy and guidelines would take at least a year to be fully integrated into company management ([295], p.N-116). The new policy on disability is yet to be tested in

practice ([296], p.N-116). The company's disability management is part of a more comprehensive wellness programme at the company ([297], p.N-116), according to participant 14:

I: And that is a wellness program in general, not just disability.

R: That's correct. It's a wellness program in totality - comprehensive program. One leg of it is disability, the other one is substance management...The other one is a chronic disease management, which includes of HIV/AIDS and all other stuff, and then the fourth leg is lifestyle management.

Two suggestions on policy were also made by participants. A company's employment and recruitment planning for PWDs should link with national guidelines and standards ([298], p.N-117). New company policy can include more specific reference to PWD affirmative action measures ([299], p.N-117).

5.1.8 Recruitment of PWDs in company

All aspects related to the recruitment of PWDs into the company are related in this section.

5.1.8.1 *Recruitment initiatives and strategies*

A senior manager stated that the company would approach PWD recruitment in two ways ([300], p.N-117). Firstly, they will identify places that educate PWDs and provide bursaries and internships for these students. The company targets institutions that educate PWDs as sources for future PWD recruitment, according to a HR manager ([301], p.N-118). This is done to increase the pool of talent available to the company. Secondly, the company will approach specific recruitment agencies to recruit PWDs with specific qualifications when a vacancy arises ([300], p.N-117).

One strategy is to approach DPOs and recruitment agencies specialising in providing PWD candidates ([318], p.N-124). Four HR managers confirmed that the company utilised recruitment agencies to identify PWDs as vacancies arose and, for more skilled PWDs or more urgent bulk employment ([302], p.N-118). One HR manager also mentioned that the company had partnered with a recruitment agency that specialises in PWD recruitment to identify PWDs ([303], p.N-119). The company has, for example, partnered with recruitment agencies on a pilot project to provide them with PWD candidates for a specific department and also to identify highly skilled PWDs ([305], p.N-120). Three HR participants mentioned this theme. The company has also used labour brokers in the past to find temporary workers, according to one EWD ([304], p.N-120).

Job targeting planning has started in company, according to a senior manager ([307], p.N-121). Two HR managers also indicated that the company was planning some job and divisions targeting for PWDs ([308], p.N-121). A senior manager anticipates a greater increase in PWD appointments in the next year ([317], p.N-124). Two HR participants indicate that it is hoped that more targeted recruitment will improve PWD numbers in the future ([318], p.N-124).

Recruitment drives at the company are focusing on administration/office-based and staff support jobs, according to three HR participants ([309], p.N-121). The company has identified that they would focus on services and administrative divisions in the company for large-scale PWD recruitment ([310], p.N-121). Four

HR participants agreed on this theme. Extensive recruitment of PWDs for physical and high risk jobs is not envisioned, according to a senior manager ([311], p.N-123).

BBBEE policy and requirement is also driving the company to increase PWD numbers, according to a HR manager ([315], p.N-123). A senior manager also confirmed that black PWDs are a high-priority recruitment for the company ([316], p.N-124).

A HR manager said that better vacancy management and PWD targeting is now integrated into company policy ([313], p.N-123). For example, the company has recently started specifically inviting PWDs to apply for certain positions advertised in newspapers, according to a senior manager ([306], p.N-120). A recent HR initiative is to first test the administrative departments' corporate culture before an EWD is recruited through a specialised recruitment agency ([312], p.N-123). Finally, one participant feels that PWDs have a fair chance in applying for a job owing to some expertise in selection panel on disability assessment ([314], p.N-123).

5.1.8.2 Limited recruitment success of PWDs

Very few PWDs are currently being recruited into company ([319], p.N-124). None of respondents had contact with PWDs that were recruited with an existing disability. There also seems to be no intent by the company to recruit PWDs for learnerships, according to an EWD supervisor ([320], p.N-127). Although existing EWDs are retained by the company, there are very few PWDs recruited ([319], p.N-124). Twelve of the participants confirmed this theme. Participant 12 said:

R: I think we shortfall in terms of recruitment...And the reason why I'm saying that is that we don't go out to institutions that has got people with disability and bring them in...We get individuals with disability, by chance. That is during recruitment.

Several factors that negatively influence PWD recruitment were identified by participants. Pre-employment medicals are putting PWD candidates at a disadvantage ([321], p.N-127). The lack of physical access to recruitment offices is putting PWD candidates at a disadvantage ([322], p.N-127). A lack of invitation on job advertisements for PWDs to apply is indicative of no recruitment plan for PWDs (according to three EWDs and three HR participants) ([323], p.N-127). In order to address these concerns, suggestions were made to the company on how to increase PWD recruitment.

5.1.8.3 Suggestions to company on PWD recruitment

Active recruitment has to be undertaken by the company, according to a HR participant and an EWD ([324], p.N-128). The disability policy in company should specify and subscribe active recruitment of PWDs and quantify their targets, according to two HR participants ([327], p.N-129). Participant 2 said:

R: The fact if the matter is that you... like employment equity, you will be legally forced to do that sooner or later...So approach it proactively and gain from it, where you see it as an opportunity, rather as some additional legislative baggage that you need to carry.

Job targeting or pre-defined job type reservation for PWDs would facilitate greater appointment of PWDs ([325], p.N-129), according to participant 12:

R: No, the one was the one that I said, we have to recruit actively people with disability. That is critical for me. If we go out and say we target these positions. And we appoint - we reserve those positions...we don't place anyone in those positions. We go out and it's mandatory. I think it is one way of accommodating the employees with disability.

Job preferences or targeting for PWDs should, however, not be seen as job confinement policy, but merely a planning tool. (HR) ([326], p.N-129).

National laws have and can facilitate better representation and quality employment for PWDs in the labour market, according to 2 EWDs ([330], p.N-130). Participant 1 commented:

R: But I can just speak for myself. I've been recruited in 1990, so it's 20 years later, I think things has changed.

I: Why do you say so? What has changed?

R: Just because there's a committee and also there is laws, government laws that sort of force companies, not only in my environment, [to] make disabled people more capable. So companies realised that they can actually...it's not just a number that sits in the company, he can do a job.

Other suggestions focused on identifying possible job types for PWDs. Administrative jobs are easier to accommodate than production type jobs (EWD) ([328], p.N-130). More flexible job descriptions for EWDs may increase their integration and the quality of their employment at companies (HR) ([329], p.N-130). The company must also consider PWDs for internships in the company (3 HR) ([344], p.N-133). The company should consider recruiting PWDs for trainee positions (supervisor) ([345], p.N-134). Finally, HR should specify the essential job requirements in job advertisements (HR) ([349], p.N-135). An invitation to PWDs specifically on job advertisement may yield more success in recruiting PWDs (EWD) ([350], p.N-135).

The company should target PWD recruitment by identifying skills shortages, potential disability types to fill the shortages and also suitable environments accommodating them. (EWD) ([351], p.N-135). Employing PWDs can make business sense in tapping an under-utilised skill set ([352], p.N-135), according to participant 2:

R: In South Africa specifically, we're in a situation where we have got a couple of issues and one is a critical skills shortage.

I: Right.

R: Especially at highly skilled workers. I think we've got a real challenge in terms of growing the economy, standing our own business and I think it wouldn't be wise, from business sense, to turn a blind eye to the skills that can be contributed by people with disabilities.

Companies with existing disability policies and accommodations can attract and integrate more PWDs (EWD) ([331], p.N-130). Proper planning and budgeting for accommodating PWDs would facilitate their

integration into companies ([332], p.N-131). Proper accommodations also need to be ensured prior to employing PWDs ([332], p.N-131), as described by participant 13:

R: So I would hate to go the route of getting someone in [a] wheelchair, employing them tomorrow, leaving them in an office to get by and to get the other people to just sort of accommodate them...I think that's the wrong thing. That would send the wrong message.

A central budget for preparing an environment that has been targeted to employ more EWDs would facilitate hiring of PWDs (HR) ([333], p.N-131). Budgeting and planning for environmental access improvement will help successful recruitment of PWDs (HR) ([287], p.N-115). Environmental access can ensure that a greater variety of disability types can be recruited into company (2 EWDs) ([334], p.N-131). Environmental access and policy will make it easier for company to embrace the recruitment of PWDs ([335], p.N-131), according to an EWD (participant 4):

I: So that is for the employees that is already there. Do you think that would help with future appointments as well?

R: I think so, yeah.

I: What would attract people with disabilities to come here?

R: Because if everything is in place - if the company accept the, or have all of the necessary policies and standards or specifications in place and they accept the disability practice, then I think they will open the doors for employing people with disability, yeah.

An employers' forum for disability has been established in South Africa to try to mainstream disability ([338], p.N-132). The employers' forum targets businesses and education providers as one way in which PWDs can be mainstreamed ([339], p.N-132). The newly established employers' forum has 19 different member companies from diverse industry types. (EWD) ([340], p.N-132). A country-wide database of PWD job skills and qualifications would facilitate recruitment of PWDs in companies (EWD) ([341], p.N-133).

Company culture has to be prepared, along with physical access, for PWDs to be integrated into company, according to two HR participants ([342], p.N-133). Managers must be sensitised to the need for PWD recruitment ([343], p.N-133). Managers that conduct job interviews should also be prepared and sensitised to PWDs ([346], p.N-134). Hiring agents should be sensitised or have an information hub to prepare themselves for PWD applicants and to focus on the abilities that the applicant may have (two EWDs and a supervisor) ([347], p.N-134). EWDs should also prove and know their competence to provide a positive feedback system for other PWDs, according to two EWDs ([348], p.N-134).

Employing PWDs is the right thing to do for the company, both legally and socially ([353], p.N-136). Companies can gain from pro-actively approaching PWD recruitment (EWD) ([352], p.N-135). Skills development and education of PWDs should become a priority in the country. (EWD) ([336], p.N-132). Despite this, a 2% target for PWDs seems achievable and realistic in certain regions (HR manager) ([337], p.N-132).

5.1.9 Barriers to PWD employment

Participants identified numerous barriers for PWD employment and EWD integration in the company.

Lack of accessibility is a barrier to PWD employment, according to four EWDs ([183], p.N-70). One senior manager also feels that limited expertise and national standards to dictate accessibility requirements for companies make it a barrier to EWD employment ([184], p.N-71).

Ignorance regarding the cost and consequences of accommodations are barriers to PWD employment in SA ([185], p.N-71). Perception of cost and special treatment needed for PWDs is a barrier mentioned by four participants ([185], p.N-71).

A resistant corporate culture may inhibit PWD employment. Stereotypical notions and stigma of disability may lead to problems with the integration of PWDs into the company, according to three participants ([186], p.N-71). Participant 14 relates the following:

I: How do you see the company culture? Do you see them integrating...? If you're bringing in new people with disabilities, do you see them receptive? Do you see them distrustful? Do you see stigma attached? How would you feel - you yourself, being a person with a disability, as well?

R: Yeah, that's quite a challenging one and I must be quite frank, it is a very good challenge for us. It is not quite easy to actually elevate the standard of disability to what it is today, or [as] they are understanding it, most [of them]. The problem still is the stereotypes that people come with from society outside, into the company and in the absence of anything in the company that integrate people with disabilities and those without disability, you've sealed the problem. And people resort to what they learn from society. Then that is the staring, the pointing fingers and those kind of things.

Companies may see PWDs as high-risk, low yield employees ([188], p.N-73). This theme was discussed by five participants. PWDs with deteriorating disabilities may present a high risk and unwanted barrier for companies to employ them ([188], p.N-73). A lack of focus and perceived effort on recruiting PWDs is a barrier, as participant 13 states:

R: I think, in general, the perception is that people living with disabilities makes life difficult for the rest around them. And to a certain extent people are afraid to deal with people with disabilities and they feel uncomfortable.

Company type can be a barrier to PWD employment. Two participants thought that hard labour type companies would find it more difficult to accommodate PWDs in comparison to office-based type of companies ([194], p.N-76). PWDs can and are perceived to present a safety risk in hard labour settings ([195], p.N-76). Some jobs present a barrier is not suited and a safety risk for PWDs. Ten participants agreed on this theme ([195], p.N-76) & ([41], p.N-12). Participant 14 illustrates the risk in the following quote:

R: Because in the plant it's difficult, because as you know, the business is, in its nature, labour intensive business. If you go in, you can see how huge the plant is...Obviously, in line with our code of good practice and guidelines that we have established, because we want to, first thing, ensure that if a person with disability, there shouldn't be any safety hazard or putting our employees in danger,

or himself at danger, and all those kinds of stuff. You can imagine a person with epilepsy - if he is working in [a high risk area] and ...

I: Yes, that's not a good idea.

R: That's not a good idea...So, therefore, we'll have to place those people in areas where there is no... there is no risk or lower, minimum risk at all. That's how we do it.

The misconception about the abilities of PWDs may hinder their employment chances. Three participants said that a focus on disability and not ability is hindering the employment of PWDs ([189], p.N-74). The misconception that any disability equals a mental impairment is also a barrier to PWD employment. A lack of recognition of the abilities of PWDs may confine them to certain unimportant jobs with little hope for advancement and growth, according to two participants ([190], p.N-74). Overly strict pre-employment medical examinations put PWDs at a disadvantage relative to other, able-bodied candidates, according to one EWD ([187], p.N-72).

A limited candidate pool of PWDs can be a barrier to employment. One senior manager (participant 14) thinks that a lack of qualified candidates has to be addressed to overcome this barrier to recruiting PWDs ([191], p.N-75):

R: The second element becomes the skill set. If you want...if you advertise a position at a particular level, you need a particular skill. You go to the market, you don't find that skill. I mean, we all know there is a shortage of skills in the areas of people with disabilities. That's fact, because most of them cannot advance to higher-level training and all of that. Now, if you try and enforce that through a policy, its fine, because you want to change society. But don't do that without capacitating the institution that produce those people...That's my first call.

One HR participant also felt that a lack of vacancies in jobs where it's easier to accommodate PWDs are limiting the recruitment of PWDs into the company ([196], p.N-77).

Negative attitudes on the part of EWDs may hinder their employment success. One EWD and one HR manager suggest that excessive demands and complaints by PWDs may have a negative impact on their employability ([192], p.N-75). An EWD with a negative attitude may cause resentment by others towards accommodation ([193], p.N-75).

The shift in BBBEE focus towards targeting only black PWDs is again reducing the employment chances of PWDs in the country ([197], p.N-77). It also questions the worth of all PWDs in companies. This was mentioned by one senior manager (participant 14):

R: And I, that I will say on the record and I have said that from day one and I said, "Guys, I can't explain it. It is insulting (sic) to society to come up with that. Disability...it's not... it's not like... it's not like a benefit. It's not like something you apply for. It's not something that you can differentiate in terms of colour". And I fought vigorously on that and say, "Guys, if I was part of that, I would have refuted that to then say, that's very wrong. You...come on man. You can't...you can't really...we understand the fact that we should absorb and be a diverse culture, but you cannot,

with due respect, then by virtue of practice, by virtue of practice and value of an organisation say you are not applicable or that valuable for purpose of my scorecard because you're white. [Name], being black, or guys sitting on the wheelchair, you are much more valuable for my scorecard than I...

R: ...And the distinction is the disability. I mean, I can understand the one that goes with the race you are and...that I can understand, but when it comes to disability, that's just dust. You just cannot treat people...when you put together programmes, let me...that's an area where it's going to be stubborn - when you put together problems on the ground to say, that's how to treat people with disability and we want them to feel free and be part of the organisation, all of that. One of them raise a hand and say, "but [Name], am I as equally a valuable sitting in the wheelchair as you? Am I enjoying the same benefit as an employee or am I supposed to be treated otherwise?". What should my response be? Should I say, "No, no, no, we don't need you, because on our scorecard you..."

R: ...Come on man. That...and that is an issue of a grievous - a deadly - mistake that we have created somewhere. I don't know who came with this notion, but this is one part I fought...and every minister knows it.

This section presented numerous types of barriers to PWD employment at the company. The following section will explore facilitators for integrating PWDs.

5.1.10 Facilitators for integrating PWDs

Making a business case for employing PWDs would facilitate their appointment in companies ([198], p.N-78). Companies seem to move towards recognising the abilities of PWDs and not just thinking they should be charitable in employing them. If companies were to recognise the abilities and skills of PWDs, and not focus on the perceived disability, more PWDs would be integrated into companies.

Companies should focus on pro-actively finding ways of adding productivity to their company by employing PWDs, rather than wait for government to force certain quotas for employing PWDs. PWDs may be an untapped source for addressing the skills shortage in South Africa ([198], p.N-78). Three EWDs shared this view. Fair and equal treatment of EWDs and the recognition of their performances would increase their integration into companies, according to two participants ([199], p.N-79).

There has been a change nationally to force companies to provide quality employment outcomes for PWDs ([200], p.N-79). Governmental enforcement and voluntary participation in inter-company forums is the way to improve PWD employment chances in South Africa ([200], p.N-79). The governmental score card rewarding disability employment should only serve as an incentive, but not as a mechanism to provide inappropriate employment for PWDs ([201], p.N-80). Quotas for PWDs in companies also have to be supported by proper preparation of/in companies to provide quality employment for PWDs ([202], p.N-80). One senior manager discussed this theme.

Office based jobs are more suited for PWDs ([42], p.N-14). Job targeting planning at the company is aimed at administrative jobs, according to eleven participants ([42], p.N-14). One participant also mentioned that EWDs could perform managerial roles ([43], p.N-16).

Culture change and sensitisations can facilitate acceptance of EWDs and provide better long-term employment outcomes than legislative force ([203], p.N-80). Sensitising company employees on the abilities of PWDs may make the culture more accepting and knowledgeable of the skills of PWDs ([204], p.N-80). Another EWD said that companies should focus on abilities and skills to establish a culture of acceptance towards disability ([213], p.N-85). Sensitisation of staff on the abilities and good performance of EWDs would help increase the integration of EWDs into the workforce ([205], p.N-81). Sensitisation workshops can help integrate and expose the company's workforce to EWD abilities and challenges ([206], p.N-81).

Management buy-in and employee sensitisation can work complementary in advancing the employment integration of PWDs ([208], p.N-82). Co-workers and supervisors have to be prepared/informed and supportive of EWD integration/accommodations ([207], p.N-82). Internal championing and partnerships will make a better case to convince a company to employ more PWDs, according to one HR manager ([207], p.N-82). Investigating previous successful diversity and sensitisation programmes (of minorities) and investigating current company culture may help to plan for successfully integrating PWDs into company ([210], p.N-83). This theme was mentioned by four HR participants.

Actual interaction and information on current EWDs would help socialise other employees to the rights and contributions of EWDs in the company ([209], p.N-82). A supervisor and one EWD mentioned this theme.

EWDs must lead by example and prove that they are capable ([211], p.N-84). This will provide a reference for people to view PWDs positively in the future. The attitude of an EWD also plays a role in integration success. Excellence in EWD job performance provides impetus for employing more PWDs ([211], p.N-84). One EWD and two HR participants commented on this theme. One EWD concluded that the onus is on the EWD to informally educate and sensitise new co-workers in immediate environment ([212], p.N-84).

5.1.11 Summary

With a company of approximately 10 000 employees in the manufacturing sector, Company A reported about one percent EWDs. Despite the poor percentages, there did appear to be a willingness to engage PWDs, especially in the formulation of good disability policies. The company has several documents guiding disability management. There is sometimes a discrepancy between policy and practice. There has been a recent revision in policy on disability. Some feel that there has been some improvement in the latest company disability policy:

Accessibility in the company is still lacking in some areas, especially for persons with mobility problems. Some accessibility in the immediate working environments of PWDs is ensured by the company, but widespread access to the premises is not a reality. The company has clear guidelines on all areas of reasonable accommodation and medical management of injuries. Three types of accommodations made by the company have been discussed.

Although there are opportunities for EWDs to advance in the company, there is a general lack of EWD advancement, especially for accommodated EWDs. Participants identified several barriers and facilitators for

PWD employment and EWD integration in the company. The overall company culture is one of ignorance about disability. On the other hand, co-workers, in general, seemed very willing to help EWDs. All the EWDs interviewed were mostly happy with their jobs.

The company has several initiatives that relate to the enhancement of the employment experiences of EWDs. The company utilises recruitment agencies to identify PWDs as vacancies arise and for more skilled PWDs or more urgent bulk employment. Recruitment drives at the company are focusing on administration/office-based and staff support jobs. Although existing EWDs are retained by the company, very few PWDs are recruited.

5.2 Company B

The company has 37 000 employees ([354], p.O-1). The company has very diverse divisions, with very diverse job types ([355], p.O-1). Most jobs at the company are very physically demanding, which have created an over-representation of able-bodied males, according to a HR manager ([356], p.O-1). The company has a general equity manager, but no-one specifically dealing with disability ([357], p.O-1). The company is aiming for 3% EWDs, but are currently at 2.6% EWDs ([408], p.O-9).

5.2.1 Description of interview participants and EWDs in the company

The following section will describe the individual participants and some relevant company statistics.

5.2.1.1 Interview participants

Seventeen participants took part in the interviews for the case study. Five of the participants had a disability of some kind. Twelve participants had no disability. Of these participants, five were supervisors; two were co-workers of EWDs and five of them worked either in HR or medical health services. A summary of descriptive statistics for each participant is related in Table 5.2. After the table is related, more background information on the EWDs and other participants will be given.

Participant 1 is an EWD and acquired his disability in a car accident ([358], p.O-1) fifteen years ago ([359], p.O-1). After the disability-causing accident, participant 1 was taken to the medical centre, where he was declared medically unfit to continue in his pre-injury job ([360], p.O-1). After his accident he was accommodated in a new job as a storeman ([361], p.O-1). He is currently a data capturer in the maintenance support division at one company plant ([362], p.O-2). He is working in a small team, consisting of three employees ([363], p.O-2).

Participant 7 is an EWD and worked at another location prior to his hip replacement ([371], p.O-3). He was a machine operator before acquiring disability. He was first accommodated in the laboratory department as an assistant analyser ([372], p.O-4). He was then moved to his current job by his current manager ([373], p.O-4).

Participant 10 has Albinism and her main symptom is loss of sight ([378], p.O-4). She has enough residual sight to read signage when she is close enough ([379], p.O-5). She uses a magnifier on her computer which assists with reading ([381], p.O-5). Her residual eyesight is stable enough for the magnifier to assist her in reading on the computer screen. She is also sensitive to bright light and avoids it where possible ([380], p.O-5). Participant 10 has to use public transport and cannot qualify for a drivers licence owing to her limited sight ([382], p.O-5).

Table 5.2

Descriptive Statistics for Company B Interview Participants

Participant	Type of Employee	Age	Race	Gender	Years in Company	Current job
1	EWD	47	Black	Male	27	Data capturer
2	HR	43	Caucasian	Female	23	Employment equity co-ordinator & senior advisor
3	Supervisor	36	Black	Male	2	Work management manager
4	Medical personnel	52	Black	Female	30	Clinical manager/clinical nurse
5	HR	56	Black	Male	36	Chief advisor: HR
6	Supervisor		Black	Male	9	Plant manager
7	EWD	55	Black	Male	29	Utility man
8	HR	45	Black	Female	5	Chief medical officer
9	Supervisor	39	Caucasian	Male	14	Acting general manager: finance
10	EWD	29	Black	Female	2	Secretary
11	Co-worker	37	Caucasian	Female	15	Financial advisor
12	Co-worker	29	Indian	Male	3	Financial advisor
13	Supervisor	63	Caucasian	Female	31	Business administrator
14	Supervisor	33	Indian	Male	5	Acting financial manager
15	EWD	41	Black	Female	3	Senior buyer: corporate
16	HR	44	Black	Female	11	Senior advisor: occupational health
17	EWD	38	Caucasian	Female	3	Secretary

Participant 15 is an EWD and had polio as an infant ([391], p.O-6). Owing to her polio, she had to use crutches for mobility aid during her life ([393], p.O-6). She started using a manual wheelchair later on in life and recently acquired a motorised wheelchair. She bought her own motorised wheelchair and says she hates charity and did not want company support for purchasing the chair ([394], p.O-7). She has a BComm degree, which she obtained a few years ago through a correspondence university ([395], p.O-7). She relates that her current job is not her dream job, but that she decided she would build experience with this job ([392], p.O-6). She uses company-subsidised bus transport to commute to work ([402], p.O-8). The buses were made wheelchair-accessible about three years ago. Prior to that, other patrons had to lift her into the bus.

She grew up in a family that valued education and she thinks this facilitated her drive for an education and career ([396], p.O-7). She also thinks her long-term disability taught her self-motivation and persistence. She relates that she grew up in a rural setting ([397], p.O-7). She went to a standard school that did not have accessible toilets and no lifts ([399], p.O-8). She moved to the city in high school and now stays in a house for persons with mobility impairments ([398], p.O-7). The children at her school displayed curiosity with regards to her disability, but were willing and happy to help her ([400], p.O-8). It was the parents and adults

associated with the school that teased her about her disability, and not the children ([401], p.O-8). According to this participant, in the black community, the adults believe that it is a sign of bad luck in the family when a person has a disability and that this person should be avoided ([401], p.O-8).

Participant 17 is an EWD ([404], p.O-9). She was born prematurely and did not have normal bone structure development ([405], p.O-9). She has mobility problems but, following several operations, is still able to walk without any aids. Her mobility is currently constant, although she does experience more back pain than in the past ([406], p.O-9). She has her own car for transport. Participant 17 never had to request accommodation from the company ([407], p.O-9).

Four HR participants without disabilities were also interviewed for this study. Participant 2 is an employment equity co-ordinator at one company plant ([364], p.O-2). She was made aware of the company disability policy and has had some limited sensitisation on how to identify disability ([365], p.O-2). Participant 5 was promoted from a senior advisor position in HR to the chief advisor very recently. He works closely with the organisational effectiveness programme ([369], p.O-3). They are tasked with, amongst other things, disability employment. Participant 8 is the chief medical officer in HR at the company head office ([374], p.O-4). Participant 16 is a senior advisor for occupational health and is tasked with identifying and categorising EWDs, as well as possible accommodations needed ([403], p.O-9).

Five supervisors also took part in the interviews. Participant 3 is a supervisor of 14 employees, of which two have a physical disability ([366], p.O-2). Participant 6 is a supervisor of just under a hundred employees, of which about eight have a disability ([370], p.O-3). Participant 9 was appointed as acting general manager for finance at the company head office three months ago ([376], p.O-4) & ([375], p.O-4). This job is similar to his previous job, just with a wider range of responsibilities. He supervises just over 200 employees, of which four are EWDs ([377], p.O-4). Participant 13 is a supervisor of three employees, with one being an EWD ([388], p.O-6). Participant 13 relates that her EWD has a mobility problem ([389], p.O-6). Participant 14 has been an acting financial manager for the past two months ([390], p.O-6). One of the five employees that he supervises has a disability.

Two co-workers also participated in the study. Participant 11 is a current co-worker of an EWD and has, in the past, worked with only one other EWD ([383], p.O-5). She is unsure about the type of disability of her colleague ([384], p.O-5). Participant 12 is a co-worker of an EWD ([385], p.O-5). He relates that he has not communicated with his colleague with a disability on the cause and duration of his disability ([386], p.O-5). Apart from having a manager with a disability, participant 12 also has a friend with a disability in the company ([387], p.O-6).

One member from the company's medical personnel was interviewed. Participant 4 studied as a nurse, has come through the ranks, and is now overseeing all operations at the plant clinic ([367], p.O-3). She is involved in pre-placement medicals for recruitment purposes ([367], p.O-3). She also performs periodical medical screening and also occupational health exits and transfers when necessary ([368], p.O-3). She assists with primary health care and early retirement applications.

5.2.1.2 *Description of EWDs in the Company*

The company is aiming for 3% EWDs, but currently stands at 2.6% EWDs ([408], p.O-9). One EWD is unsure about the company targets for EWD employment, but she has observed quite a variety of EWDs at the company head office ([422], p.O-12). One co-worker feels that the company is doing a good job of employing EWDs, based on his observation of a few EWDs at head office ([423], p.O-12). EWDs seem to be accommodated throughout head office, according to one EWD ([430], p.O-13). Another EWD, however, relates that the company does not have enough EWDs ([424], p.O-12) and one EWD relates that she is the only EWD on her floor, with about 60 employees, at head office ([431], p.O-13).

Physical disability is the most common disability type at the company, followed by sensory disability ([409], p.O-9). The least represented disability at, or known at, the company is psychiatric and intellectual disability, according to a HR manager. One EWD has not noticed any employees with sensory disabilities at the company head office and is unsure if they are accommodated ([432], p.O-13). One supervisor has not noticed any employees with complete blindness at head office. She has, however, seen a diversity of other EWDs at the company ([433], p.O-13). The company seems to be targeting persons with less severe disability ([434], p.O-13). One supervisor speculates that the company has recruited persons that require very limited accommodations.

One medical health participant relates that the company is doing well in retaining persons that acquire a disability in the company ([410], p.O-10). The HR manager confirms that there have not been any EWDs that resigned from the company in the past five years ([411], p.O-10). EWDs in the company are being retained mainly owing to their fear of unemployment outside of the public sector, according to one EWD ([412], p.O-10). She relates that there are opportunities for highly qualified EWDs in other jobs, especially in the public sector, but that EWDs with lower-level jobs will remain in the company due to this fear.

The company has limited examples of EWDs in management at the company. One general manager at the company is also an EWD ([413], p.O-10). Another co-worker confirms that the company has one EWD in senior management ([414], p.O-10). One EWD ([415], p.O-11) and a HR participant ([416], p.O-11) also confirm the company has one senior manager with a disability. The HR manager relates that the highest level of management achieved by an EWD is only middle management, but then relates that they also have a manager that is part of the company's executive committee ([417], p.O-11). There was also an EWD on the company board who served as an activist for EWDs in the company ([418], p.O-11). The HR manager relates that even though this EWD was not always popular with top management, she did promote integration for EWDs.

Apart from the limited management examples related, there is a lack of EWD recruitment for higher and management level jobs in the company, according to a HR participant ([425], p.O-12). There seems to be a focus on recruiting EWDs only for lower level jobs, specifically administrative jobs, according to one supervisor ([426], p.O-12). She is unsure if highly qualified PWDs are being sought actively by the company. It seems to one co-worker that EWDs are mostly employed as administrative staff ([427], p.O-13). The HR manager confirms that most EWDs in the company are in lower-level jobs ([428], p.O-13). One

EWD relates that most EWDs in the company have no post-matric qualifications and are mostly in entry level jobs ([429], p.O-13).

There has been some recruitment of new EWDs into the company in the past year, according to a HR manager ([419], p.O-11). One co-worker has noticed that the company has increased EWDs in the past seven years ([420], p.O-11). This co-worker has worked with three EWDs. There has not, however, been a dramatic increase of EWDs in recent years, according to the observations of another co-worker ([421], p.O-11).

At one company plant, there are 800 employees. There are just over 3% EWDs at this plant, according to a HR participant ([435], p.O-14). One EWD at a company plant relates that he was aware of another EWD, with mobility impairment, at the plant 10 years ago ([436], p.O-14). This EWD has resigned. There has been one EWD in HR at the company plant, but she resigned, according to a HR participant ([437], p.O-14). Another EWD at a company plant is unaware of any other current EWDs at the plant ([440], p.O-14). Due to confidentiality agreements, one HR participant relates that she is only aware of EWDs with obvious disabilities at the one company plant ([441], p.O-15). One HR participant is only aware of other EWDs that have been accommodated, usually in lower level jobs ([442], p.O-15).

There has been one middle management EWD at this plant, according to a HR and medical health participant ([438], p.O-14). This EWD had a sensory disability. This EWD in a management position at one company plant was able to function quite well with a hearing aid, according to one HR participant ([439], p.O-14).

5.2.2 Accessibility

This accessibility discussion will focus on feedback from participants with regards to budget, current physical environments and processes and finally provide suggestions from participants for the improvement of accessibility at other buildings and venues.

5.2.2.1 Budget

One supervisor explains that the company is required to budget for and provide environmental accommodations when access problems for an EWD arise ([496], p.O-28). Another HR participant describes that the engineering department is responsible for planning and budgeting for physical/structural changes to the administrative building/head office of the company ([497], p.O-28). They have identified one administrative building that is not accessible to PWDs and are planning and budgeting to improve this.

5.2.2.2 Current physical environment

This current physical environment section discusses the company head office environment, one company plant and other venues.

5.2.2.2.1 Company head office

The general consensus by participants is that head office is mostly accessible. A supervisor at head office confirms that their offices are accessible for wheelchair users. One co-worker shares that there are

accessible toilets and lifts in the head office, which help EWDs with mobility problems to access most sites at head office ([501], p.O-29). One EWD also confirms that there are accessible toilets on every floor of the head office building ([502], p.O-30). One wheelchair user confirms that there are multiple lifts at the company head office ([503], p.O-30). This ensures that the EWD can still access her office, even if one or two lifts are out of order. There is also a lift technician stationed in the building to ensure prompt repair to out of order lifts.

A cost-saving and fund-generating measure of the company was to reduce the total office floor space available for employees, which resulted in more employees per work area/floor ([498], p.O-28). This reduced the open spaces in the working areas at the head office building and caused mobility problems for EWDs using wheelchairs, according to one co-worker. One supervisor also mentions that the internal office layout presents mobility challenges owing to narrow corridors ([499], p.O-29). One EWD also relates that uneven floor surfaces in the office spaces can cause mobility risks for EWDs ([500], p.O-29).

Another EWD does mention that long-term out of order lifts and escalators sometimes cause mobility problems for her ([504], p.O-30). A supervisor also relates access problems and discomfort for some EWDs with limited mobility when escalators and lifts are out of order ([505], p.O-30). One EWD relates an instance where an out of order lift and escalator forced her to take the steps, which was painful due to her mobility impairment ([506], p.O-31). Some steps also did not have a full railing for support ([506], p.O-31). The railing has, however, subsequently been extended. The company is also in the process of replacing and improving the reliability of their lifts at head office, according to one supervisor ([507], p.O-31).

Staff kitchens also present some accessibility challenges. The coffee access points at head office also present problems for wheelchair users, as these are too high to reach, according to a supervisor ([508], p.O-31). One EWD was able to lift himself enough to access the water point, but another had to ask for assistance.

One supervisor mentions a relatively recent drive at head office that improved accessibility ([511], p.O-32). She states that some accessibility improvements have been made at head office ([512], p.O-32). One co-worker also shares that they have a clear evacuation plan and equipment to assist their EWD during emergencies ([509], p.O-31). One EWD confirms that there is an evacuation plan and equipment to assist EWDs during emergency evacuations ([510], p.O-31).

One EWD uses the company-sponsored bus service for commuting ([513], p.O-32). This service is wheelchair accessible. She relates that the company-subsidised public bus now has proper wheelchair access. This adjustment was made about four years ago. Prior to the adjustment, this EWD had to be lifted in and out of the bus.

5.2.2.2.2 *Company plant*

One HR manager feels that accessibility in the company's plant environment is poor ([520], p.O-33). One HR manager is unsure whether accessibility is adequate at one the plant. Another supervisor at the plant explains that there is no accessibility for wheelchair users to access his section ([521], p.O-33). There is lift access only up to a certain floor and his section only has stair access. Another supervisor also relates that

some departments have no accessible changing rooms to accommodate EWDs with mobility problems ([522], p.O-34).

Another supervisor says the company can ensure accessibility in administrative settings, but not in plant environments ([514], p.O-32). Another HR participant confirms that the administrative and some other buildings at the plant have been made accessible for EWDs ([515], p.O-33). A medical health participant agrees that there are some accessibility improvements being made at the plant, but that overall access is still restricted ([516], p.O-33).

Systems and projects are being put into place to improve accessibility, especially when the company stands to benefit from a better image. The company is focusing on especially building lift access in certain key performance departments ([519], p.O-33). One HR participant at a plant also said that they made physical adjustments to accommodate a new EWD ([517], p.O-33). Accessible toilets and ramps were built. One medical participant confirms that the company is moving towards a more disability-friendly environment ([518], p.O-33).

A supervisor relates that lack of accessibility in the plant and the excessive cost to make the plant accessible is a barrier to PWD quality employment ([523], p.O-34). One supervisor at the plant suggests that if his building became more accessible, he would be able to employ an EWD in the types of jobs that he supervises ([524], p.O-34).

5.2.2.2.3 Other company buildings and venues

A supervisor relates that there are some departments, based in other company buildings, that have no lifts to ensure accessibility throughout the building ([525], p.O-34). Another supervisor relates that an EWD was moved to another division, but that the new division was not very accessible for wheelchair users ([526], p.O-34).

One EWD mentions that the company does try to accommodate EWDs, but that some non-company venues may not be able to cater for all EWDs ([527], p.O-34). A supervisor describes that some off-site meetings may have inadequate access for an EWD with mobility impairment ([528], p.O-34). This EWD may then require assistance. Non-company venues are now first checked for accessible toilets, after past mishaps with inaccessible venues ([529], p.O-35).

5.2.2.3 Current systems/processes

One EWD relates that the company provides paper and electronic versions of their payslips ([530], p.O-35). This enables most employees access to their payslips. She also shares that she is not bothered that PowerPoint presentations are not accessible to her ([531], p.O-35). She feels they are an added presentation tool, but not necessary for her to do her job.

5.2.2.4 Suggestions on accessibility

A HR manager feels that ensuring accessibility is the first step in PWD integration ([532], p.O-35). A co-worker relates that ensuring accessibility removes disability in the working environment ([533], p.O-35). One supervisor suggests that proper environmental access must be ensured in order to increase PWD

numbers in the company ([534], p.O-35). One HR participant feels that each organisation should take the responsibility of identifying appropriate jobs and access for PWDs ([535], p.O-36). One supervisor suggests some investment in improving accessibility at the company plants ([536], p.O-36). Accessibility planning should be focused on improving the environments for current EWDs to perform all their duties ([537], p.O-36). One supervisor feels that exposing job applicants with disability to the actual working environments may guide planning to ensure proper access prior to appointment ([538], p.O-36).

5.2.3 Accommodations

Themes that are related to the types and consequences of accommodations made by the company are presented in this section. Accommodation policy, budgeting and judgements on company efforts and making accommodations in general are also discussed. Finally, barriers to and suggestions on accommodations are identified and made by participants.

5.2.3.1 Accommodations made by the company

The company seems to accommodate EWDs in many areas at head office, according to one EWD ([539], p.O-36). One participant explains that the company has done well in retaining and accommodating personnel that acquire a disability when that person is willing to accept accommodation ([593], p.O-48). A variety of reasonable accommodations can be made available for employees that acquired a disability, according to a HR manager ([540], p.O-36). The different types of accommodations and their consequences are now related.

5.2.3.1.1 Job change accommodations

The company has provided job change accommodations, according to one supervisor ([541], p.O-36). One EWD relates how he was advised by a medical doctor and also his supervisor to rather take a job change accommodation instead of being declared medically unfit after acquiring his disability ([542], p.O-37). He accepted the accommodation from a plant job to a light duty job. He also relates that his new job accommodation required some initial adjustments to avoid him travelling on foot for a long distance ([543], p.O-37). A job task accommodation seems to have been made by his supervisor. Training courses for the new job accommodation were arranged by the EWD's manager ([544], p.O-38).

One medical participant is aware of one job change accommodation, but no physical accommodations that were made for acquired disabilities ([545], p.O-38). She also mentions a situation where one employee denied her disability, even when it was obvious that it caused problems in job performance ([546], p.O-38). This employee was then advised to undergo a medical examination, after which she accepted her disability status. This process was followed by a panel discussion on accommodations available. This EWD then chose a job change and location accommodation.

Another EWD was also given a job change accommodation. He was accommodated as a utility man and driver ([547], p.O-38). It was confirmed by his supervisor that this EWD received a job change accommodation into his division ([548], p.O-38). The supervisor relates that he had a vacancy that could be adjusted to suit an employee that required a job change accommodation ([549], p.O-38).

There seems to be a lack of advancement for EWDs that were given a job change accommodations, according to a HR participant ([586], p.O-46). This lack of promotion also translates to a lack of declaration for other employees with disabilities. A HR manager also relates that there are some barriers to advancement for accommodated EWDs ([587], p.O-46). The HR manager relates that negative attitudes towards EWDs are to blame for a lack of advancement.

5.2.3.1.2 *Physical environment accommodations*

The company has made several physical environment accommodations, according to a supervisor ([550], p.O-38). One supervisor discusses how an environmental accommodation had to be made for one EWD to access the water outlet for coffee ([551], p.O-39). The company HR organised a work area inspection prior to the appointment of one EWD, according to her supervisor ([552], p.O-39). Another EWD had some environmental challenges at the company, but these were addressed without her having to request anything ([553], p.O-39). One HR participant confirms there have been access accommodations, in the form of ramps and railings, at the company plant ([554], p.O-39).

5.2.3.1.3 *Assistance accommodations*

Additional assistance from colleagues for one EWD was an accommodation made by one unit to accommodate the EWD ([555], p.O-39). Physical changes to the environment was not made.

5.2.3.1.4 *Location change accommodations*

A co-worker relates how one existing EWD requested a location transfer accommodation after acquiring an additional injury ([556], p.O-39). This accommodation was granted and, as far as the co-worker is aware, this EWD is still in the company. Although this location change accommodation was made for one EWD, this accommodation was, however, not optimal, according to a supervisor ([557], p.O-40). The EWD could not access the company-sponsored bus service with his wheelchair. Another EWD received a location change accommodation, but remained in his pre-disability job, with some task adjustments, according to a medical health participant ([558], p.O-40).

5.2.3.1.5 *Equipment and material accommodations*

One EWD relates that the company initiated a work station inspection and that the assessor recommended that she be accommodated with a bigger/wider computer screen ([559], p.O-40). She then had to request a bigger screen accommodation from her manager ([560], p.O-40). Two of her supervisors confirm that an equipment accommodation was recommended for the EWD and that the accommodation process is in progress ([561], p.O-40). This EWD is very satisfied with the efforts for accommodating EWDs that the company has made ([585], p.O-46).

Although a work-station assessment and recommendation was done by the company HR, no specifics on the correct screen were related to the EWD ([562], p.O-41). She had to do her own investigation and research on which computer screen was most suited to her needs ([563], p.O-41). She was able to use advice from another EWD on screen size and type. After numerous emails and lack of feedback from HR, the EWD

initially gave up on her accommodation request ([564], p.O-41). Necessity, however, dictated that she resumed the process.

There was, however, a delay in the process due to a lack of feedback from HR on the appropriate screen size for the EWD. It has been almost a year since HR suggested an equipment accommodation for one EWD ([565], p.O-41). Another manager of one EWD also confirms the equipment accommodation request ([566], p.O-42). She confirms some delays with the purchasing process. A lengthy process for acquiring an equipment accommodation is standard procedure for all asset purchases at the company ([567], p.O-42). The screen delivery is still pending. The EWD shares that it has been a struggle with the smaller screen size ([565], p.O-41). There was, however, no resistance from one EWD's manager on her accommodation request ([568], p.O-42). Her manager was very willing to provide sufficient funding for her equipment accommodation ([569], p.O-42).

The above-mentioned EWD has also been accommodated with personal copies of PowerPoint presentations sent to her computer for her to view on her own with her screen magnifier ([570], p.O-42).

5.2.3.1.6 Transport accommodations

One HR participant relates that some vehicle accommodations to employees that acquired disability were done by the company ([571], p.O-42). Vehicle accommodations are considered and made when they are necessary and reasonable in accordance with an employee's job and skill set ([572], p.O-43).

The company has made transport accommodations for EWDs that use company-subsidised buses ([575], p.O-43). One EWD raised the issue of inaccessible access to company-subsidised public transport ([573], p.O-43). She raised a request for accessible company-subsidy buses with property management and not her direct manager ([574], p.O-43). The company now ensures that the bus contractor has accessible buses on routes that has EWDs ([573], p.O-43). Another EWD relates that the company subsidises her public transport fees to commute to work ([576], p.O-44).

5.2.3.1.7 Temporary disability accommodation

A temporary accommodation is granted when an employee recovers from illness or injury and requires temporary job task or environmental accommodations, according to a medical health participant ([577], p.O-44). Temporary accommodations are made for a limited period of time, after which a medical recommendation dictates further action or return to pre-injury job. Temporary disability is usually left out of the employee's records owing to a fear of recrimination ([578], p.O-44). As an example, one EWD was allowed an eight-month-long temporary disability accommodation to recover from surgery ([579], p.O-44). The company was then willing to do a job change accommodation upon his return.

5.2.3.1.8 Flexi-time and telecommuting accommodations

Flexi-time and telecommuting accommodations have been made at the company. Flexi-hour accommodations have been granted to employees on temporary disability at one company plant, according to one medical health participant ([580], p.O-44). One HR manager confirms that the company allows flexi-time accommodation for some employees ([581], p.O-45). Telecommuting is also an accommodation that

has been made by the company for employees with job tasks that require computer work. Telecommuting is, however, not possible for employees that perform only manual labour, according to a HR manager ([582], p.O-45).

5.2.3.2 Accommodation policy and practices

One supervisor explains that their policy of EWD accommodation is guided by the EE Act ([596], p.O-48). Accommodations are considered as part of the medical incapacity process.

5.2.3.2.1 Medical incapacity process

A HR manager discusses the medical incapacity process, which is initiated after a medical examinations finds that an employee is unable to perform all the required key performance areas of the pre-disability job ([597], p.O-48). The company has a policy that if an employee cannot perform more than 60% of the key performance areas of the job, that person becomes incapacitated and goes into the medical boarding process ([598], p.O-49). If, however, the employee can perform at least 60% of the key performance areas of a job, they are retained and accommodated. A panel discussion guides the medical incapacity process ([599], p.O-49). Possible accommodations that can be made for the employee who acquired the disability are then discussed.

5.2.3.2.2 Panel discussion process

A medical health participant explains that the accommodation process is guided by a panel discussion, with many stakeholders ([600], p.O-49) and ([603], p.O-50). The discussion is based on the ability of the employee to perform the tasks of his pre-disability job description. A medical doctor will guide the panel discussion and make recommendations on which job tasks the EWD is unable to perform ([601], p.O-49). If a job change accommodation seems likely, the EWD and their supervisor are given an opportunity to explore which locations may have suitable jobs for accommodation to take place.

One EWD relates that he attended a panel discussion, where management and his supervisors were present, on possible accommodations following his acquired disability ([602], p.O-50). He relates that the panel discussion on his accommodations following acquired disability involved medical personnel, a union representative, and some colleagues ([602], p.O-50). This panel did not explain to him why he needed a job change accommodation. The lack of information and accommodation decision caused unhappiness for the EWD, who felt that he could still perform in the job he had prior to injury.

5.2.3.2.3 Temporary disability process

The company has a system and personnel assigned to consider temporary accommodation for acquired disability, prior to a panel discussion ([604], p.O-50). A temporary accommodation is granted when an employee recovers from illness or injury and requires temporary job task or environmental accommodations ([605], p.O-50). Temporary accommodations are made for a limited period of time, after which a medical recommendation dictates further action or a return to the pre-injury job. Temporary disability is also granted by the company, but this is usually left out of the employee's records due to a fear of future discrimination against the employee ([606], p.O-50).

5.2.3.2.4 *Job change accommodation process*

Job change accommodations can take place, but are dependent on vacancies, according to a HR manager ([607], p.O-50). A new job accommodation is first sought in the unit where the EWD was employed prior to acquiring disability ([608], p.O-50). If a job in the current unit is not appropriate, then other departments will be explored for appropriate jobs, according to a medical health participant.

A supervisor explains that medical and union guidance preceded a job change accommodation for an EWD to his division ([614], p.O-51). The EWD also had to give consent to the doctor to disclose his disability. Once an appropriate job has been identified and both the union and EWD are happy to accept the new job, an official job change takes place ([609], p.O-51). A medical health participant relates that job change accommodations often do not require major job changes, but rather environmental or task adjustment changes ([610], p.O-51). For these minor changes an EWD does not necessarily have to go for a formal job interview and standard appointment procedures.

For job change accommodations to completely new jobs and in existing vacancies, an EWD is required to apply formally and go through normal appointment procedures ([611], p.O-51). When job change accommodations are considered, the company tries to match an EWD's abilities and skills with the vacancy needs of a particular business operation ([612], p.O-51). The HR department has to continue the job search to accommodate an EWD when a supervisor cannot accommodate the EWD in a specific unit ([613], p.O-51).

5.2.3.2.5 *Accommodation information sharing process*

HR would, after medical confirmation of disability, request permission to declare the disability and then make recommendations on accommodations that may be required ([615], p.O-51). EWDs have to disclose their disability in order to receive any accommodation, according to a HR manager ([616], p.O-52). Employees have to consent to their disability being declared to their managers for accommodation to take place ([617], p.O-52). Upon disability declaration, the company's doctor has to verify disability and recommend any accommodations necessary ([618], p.O-52). The company can then also report the disability for equity purposes.

HR gives recommendations to management on accommodations for employees that acquire a disability ([619], p.O-52). HR supports and recommends accommodations to an employee's manager, but the manager has to execute and manage the accommodation process for an EWD ([620], p.O-52). After an EWD agrees to disclose his disability to the panel, the supervisor of the new unit identified for accommodating the EWD must investigate where and how accommodation can take place ([621], p.O-52).

5.2.3.2.6 *Budgeting for accommodations*

There is a current budget for environmental accommodations at one of the company plants, according to the medical health participant ([632], p.O-54). Accommodations are budgeted for when they are reasonable and fair, according to a HR manager ([633], p.O-54). The company does have an accommodations budget that is being adjusted annually with inflation ([634], p.O-54). There have been years where the budget was under-utilised.

A supervisor explains that he would discuss accommodation requests with middle management and then either use his own supervisor budget or obtain permission to use the general asset management budget for equipment-type accommodations ([635], p.O-55). Managers have to sign off and budget for accommodations in their departments, according to a supervisor ([636], p.O-55). Another supervisor also confirms that accommodations are paid for through their normal operating budget ([637], p.O-55). One supervisor is unaware of a central accommodations budget ([638], p.O-55). He judges that all accommodation requests from EWDs in his division have to be budgeted and paid for by the unit operating budget.

5.2.3.3 *Judgement on company's accommodation efforts*

A medical health participant explains that the company always tries to accommodate and negotiate with an EWD to remain in employment with the company ([622], p.O-52). It is only when all options and discussions are rejected by the EWD, that a dismissal is considered. This participant has never been involved in a recommended job change accommodation where a willing EWD was unable to be accommodated in a new job ([623], p.O-53). Another supervisor is also confident that the company is making every effort to accommodate, rather than dismissing, an employee that acquires a disability ([624], p.O-53).

The accommodation process for employees that acquire a disability is working well ([625], p.O-53). A HR participant says the company seems willing and determined to make accommodations for PWDs ([626], p.O-53). One medical health participant relates that the company has retained and accommodated many employees that acquired disability ([627], p.O-53). One supervisor is very confident that the EWDs in his are satisfied with the accommodations made by the division to accommodate them ([628], p.O-54). The company is willing and able to make accommodations to integrate PWDs into the company, according to one supervisor ([629], p.O-54).

One EWD is very satisfied with the efforts for accommodating EWDs that the company has made ([630], p.O-54). She was granted one accommodation and the environment was prepared adequately for her not to require other accommodations. Apart from an accommodation request for accessible transport, another EWD did not require any other accommodations since her appointment in the company ([631], p.O-54). A third EWD relates that he was satisfied with the job change accommodation made for him after acquiring disability ([583], p.O-45). His supervisor relates that his EWD is happy with his accommodated job and that he is performing well in his job ([584], p.O-45).

One EWD relates that he was initially unhappy about the job change accommodation that was offered to him by the company ([588], p.O-46). He was very unhappy with the way in which his superiors handled the accommodation process and forcibly accommodated in a new job at a new location after acquiring disability ([589], p.O-46). He (participant 7) feels victimised by the company in the type of accommodation he was given:

I: Ok, with what were you not happy? That they did not talk to you or what? What were you unhappy?

R: Ja, I was unhappy because the way they told me, “You are coming here from [another location] and then you are transferring from [another location] here, you come to see here in [this location]. So all it has, there are so many ways they have told me, these people.

I: Ok, so you didn’t, it was not a good way?

R: Ja, not good way, the approach of those people was not good for me...

I: ...Ok. What do you think they should have done? What would have been better for you?

R: To me, if I see because there is, it’s not [manager’s name], I don’t, who was...disabled again. The guy is disabled. But that people get treated in the right way...This far you see. Those two people, they are treated in the right way, this one, you see. Those two people they are treated in the right way. And then to me, they treated me like a, I don’t know. There is a victimisation to me, I don’t know what’s going on.

I: Ok. What did they do to them that was better?

R: These people, after that they accommodating to again, they go back to work. Or these two people go to teach, that one to the computers and all that, you see. And they say, “No, you cannot get anything in the job here, yet”.

He feels other EWDs were given more desirable job change accommodations ([589], p.O-46). Only after union pressure did the company move him to a willing supervisor to be accommodated in a new job after acquiring disability ([588], p.O-46). One HR participant admits that there were some EWDs that were unhappy with the accommodations offered following disability. After union involvement, these cases are mostly resolved ([590], p.O-47).

There have been some negative comments from colleagues towards another EWD (participant 1) that accepted a job change accommodation instead of being declared medically unfit and staying at home ([591], p.O-47).

R: But after my, the doctor he give me the reason, “you must not go to medically unfit, because you are still young”. Ja, so, I understand he give me reason why she says so, but I see no, no, no. Because if I take early retirement now, in 31 years, I’m still young, I’m still, my wife is still young, so, you going to get in some other problem and I want, sometimes, I don’t have the wife. But I decide to stay. But my other co-worker, he think I’m “dom”, because I’m stupid, because I refused to go to medically unfit.

The EWD maintains that accepting a job change instead of being declared medically unfit was the wiser choice ([591], p.O-47). A supervisor, however, relates that there were no negative sentiments from co-workers on any accommodations afforded to his EWD ([592], p.O-47).

5.2.3.4 Judgement on making accommodations

Once an EWD has been accommodated in the correct job and environment, he becomes a normal, productive employee, according to two supervisors ([594], p.O-48). Another HR manager relates that

managers also have a responsibility in ensuring quality employment outcomes for accommodated EWDs ([595], p.O-48). Unions would react very negatively if an employee were demoted due to accommodating an acquired disability.

One co-worker feels that the benefits for making accommodations far outweigh the costs of making it ([639], p.O-55). She has no qualms about the company spending money on accommodations that usually also benefit multiple employees. Another supervisor (participant 9) has a favourable view on spending a reasonable amount on improving an employee's quality of work experience:

I: What would be the process, in what instance would that be accepted, and in what instance won't it be?

R: No, no, I think it is up to manager's discretion in a sense.

I: Ok, so manager discretion, and then do you evaluate the cost involved with the productivity that can be achieved with that?

R: Yes, ja, but I think in our specific case, I mean, like I have said to you, my style is, you want to accommodate...So for me...to pay R500 more for bigger screens, it's not real money in a sense. As long as the individuals are happy, and they are performing.

A co-worker believes that PWDs should have equal opportunities for employment ([640], p.O-56). Her co-worker with a disability is very competent. She also believes that any accommodations needed for EWDs are warranted. Accommodations for EWDs are mostly simple and practical ([641], p.O-56). With proper accommodation, one co-worker feels disability becomes moot in the work place. If accommodated properly, EWDs in the company are as productive as any other employees, according to one HR manager ([642], p.O-56).

One supervisor explains that difference between disability and being disabled at work. Through proper job assignment and accommodation, this person is not disabled as a worker ([643], p.O-56), according to participant 6:

R: Remember that a person who's a disability, it's only a disability for him not to perform that job, but when given this job.{Interruption}...So that person who's got a disability, he's got only a disability when he's supposed to perform a certain task, but moving him from there and then to where he can perform fully, it means that he [resumes] his normal duties...So he is no longer disabled on that job.

One EWD feels that she has to adjust to some difficulties in the physical environment at the company ([644], p.O-56). She does not feel that the company should change everything simply to suit one EWD.

5.2.3.5 *Barriers to accommodations*

One supervisor relates that the pre-appointment report that HR provided presented an inaccurate picture of one EWD's abilities ([645], p.O-57). This prevented the supervisor from providing the correct accommodations prior to this EWD's appointment. One EWD is also unsure if the company truly

understands that EWDs do have different needs from other employees ([646], p.O-57). EWDs may require diverse accommodations.

Lack of funding at companies may be a barrier to PWD employment ([647], p.O-57). One EWD relates that additional costs to accommodate EWDs may make high targets for PWD recruitment unrealistic. The cost of accommodations is not, however, seen as a barrier or concern to employing more PWDs in the company, according to one supervisor ([648], p.O-57).

Due to the variety of disabilities it is impossible for the company to ensure accommodations for every type of disability when off-site meetings are held, according to one EWD ([650], p.O-57). For example, the general use of PowerPoint visually-based presentations is a barrier for EWDs with visual impairment ([649], p.O-57). The lack of accommodation during presentation for one EWD is, however, not a cause for distress.

There is ignorance on how to accommodate PWDs ([652], p.O-58). One HR participant relates that the company has approached a training institute to raise awareness with supervisors on accommodating disability. Another HR participant agrees that there is ignorance and non-cognisance from some managers in the company, which complicates and over-extends the jobs of HR support personnel with regards to the accommodation process ([653], p.O-58). A quantity mentality seems prevalent, as opposed to quality employment for EWDs. This is most evident with the lack of understanding by managers on how to accommodate and advance an EWD ([654], p.O-58). HR has, at times, suggested accommodations for EWDs, but then this was not executed by the manager ([655], p.O-59).

EWDs themselves can also be a barrier to accommodation. One participant cautions that some EWDs may try to misuse the accommodation process to obtain a more senior position ([657], p.O-59). One HR participant also relates that most EWDs are happy to discuss their disability and accommodation needs with the medical and HR staff, but not with their managers ([656], p.O-59).

5.2.3.6 *Suggestions on accommodations*

Sensitisation of the workforce on the reasons and process for making accommodations for EWDs may increase the integration and understanding of co-workers towards EWDs ([660], p.O-60). An external party can present an information session to the workers. Co-workers of EWDs can be informed why accommodations are made by the company and how it impacts them, according to a co-worker ([661], p.O-60).

Disclosure of disability would help the company to improve their accommodation practices and increase understanding of the needs of EWDs ([665], p.O-61) & ([880], p.O-108). One supervisor suggests that the applicant with a disability should be asked for guidance on proper accommodation and environmental preparations needed to ensure quality employment outcomes ([666], p.O-61). Applicants with disability can also be more forthright about the accommodations that they would require, without the fear that this may reduce their employment chances ([426], p.O-12). Another HR participant relates that the process of accommodation and integration of EWDs would be facilitated if EWDs shared their disability needs ([667], p.O-61).

The prohibition on companies to enquire about an applicant's disability and their accommodation needs places a responsibility on the company to give more assurances to applicants that the company would accommodate them if they were the right person for the job ([662], p.O-60). One supervisor says it is a misconception that accommodation needs negatively affect a PWD's job application ([663], p.O-60). A supervisor relates the challenges that they experienced with an EWD due to an inaccurate picture presented by him on his abilities ([664], p.O-61). He suggests that PWD applicants be forthright about their accommodation needs in order for the company to ensure proper accommodation prior to appointment.

A HR employee that deals exclusively with disability at the company would facilitate the management and accommodation of EWDs in the company, according to one HR participant ([668], p.O-61).

5.2.4 Advancement

Opportunities for EWDs to advance, as well as company support for career planning and training are discussed in this section. The experience of managerial feedback on advancement and barriers and facilitators to advancement concludes the section.

5.2.4.1 *Opportunities for EWDs to advance*

Most participants interviewed felt that the company did offer opportunities for EWDs to advance. One EWD feels that there are opportunities for advancement for him in the company ([698], p.O-67), but that it is dependent on further career training ([700], p.O-67). Another EWD says there are advancement opportunities for all employees ([699], p.O-67). A third EWD, based at head office, says she doesn't foresee any discrimination in her advancement chances ([701], p.O-68). She relates that the company set training and development goals for each employee to further their career. One co-worker has not noticed any advancement discrimination based on disability ([702], p.O-68). A supervisor says that he does not discriminate against his EWDs in terms of advancement and that they have opportunities to advance ([703], p.O-68). He foresees a clear promotion path for his EWDs ([704], p.O-68).

Other participants also felt that the company did allow advancement for EWDs, especially if the EWD partakes in career planning and training. With effort and willingness, there are advancement opportunities for all employees, irrespective of disability, according to one EWD ([708], p.O-69). Another EWD would like to go back to college to receive training for career advancement ([851], p.O-101). He enjoys his job, but wants to achieve more by going for training. He feels that future promotion will be possible when he completes more training. A medical health participant feels there are opportunities for advancement for EWDs in the company, but that it is dependent on the drive and will of the EWD to attain a promotion ([709], p.O-69). One supervisor believes that there are opportunities for EWDs to advance if they make the effort to plan and communicate with their supervisors ([705], p.O-68). All employees must manage their personal development plan and track their progress in career planning. A medical health participant and two supervisors agree that there are opportunities for advancement when an EWD makes the effort to further his training ([706], p.O-68). Another supervisor says that the initiative is with the employee to engage in career planning, but that opportunities and support are available to them ([707], p.O-69).

Advancement in certain jobs and divisions, however, seems limited. For one EWD, advancement is very limited. He has been accommodated in a division where further promotion requires working in the plant, which is off-limits to him ([712], p.O-70). Another EWD relates that she can only achieve further advancement within another division ([713], p.O-70). She would have to wait for a vacancy that requires her skills and then move to that division. A third EWD feels that he will remain in his current job until retirement ([850], p.O-101). His efforts to obtain promotion have been met with resistance and no feedback from his manager. He shares that his inability to work in the plant environment restricts his future promotion. A third EWD would have to apply successfully for a new job in another department with a vacancy if she wanted to change jobs and be promoted ([852], p.O-102). She mentions that the company is restructuring and that new vacancies need to be identified before she can apply for a job change.

5.2.4.2 *Company support for career planning and training*

Advancement of certain jobs in the company is dependent on vacancies and further training. When vacancies arrive, employees have to apply successfully for that new job, according to a HR participant ([678], p.O-63). Other operational job advancement is dependent on the completion of specific training courses ([679], p.O-63). These types of jobs have a structured and well-defined career path. One supervisor also confirms that his department have a certain career structure for employees to plan their careers ([680], p.O-64). Some jobs, such as engineering, at the company also have a set career path and requirements for promotion ([681], p.O-64).

One medical health participant explains that the company does provide career planning for all employees ([682], p.O-64). EWDs will be afforded career advancement planning and opportunities equitably, with no special treatment afforded them to advance. Another HR manager shares that all employees have access to development and training for career advancement ([683], p.O-64). One HR participant also relates that all employees in the company are required to go through career planning and that this process leads to non-discrimination for advancement of EWDs ([684], p.O-64).

One EWD confirms that he has completed a personal and career development planning document that he would like to discuss with his manager ([685], p.O-64). The manager seems willing to engage the EWD on possible career training goals for the next year. Another EWD is also being prepared for taking on more responsibilities due to her supervisor's nearing retirement ([686], p.O-65). This supervisor relates that she is planning a career path with her EWD and identifying training opportunities for future advancement for the EWD. A third EWD confirms that he has completed a personal and career development form with HR ([687], p.O-65). Another supervisor confirms that he does career planning with his employees ([688], p.O-65). The supervisor sits with each employee every three months and gives feedback and guidance on career performance and planning.

One EWD said that she had never had career planning at the company, since the time of her appointment ([689], p.O-66). Another EWD feels that his manager has given him no indication on whether he will achieve any further advancement in his career at the company ([714], p.O-70). There has been no communication with him on why he is not receiving any promotions ([715], p.O-70). He (participant 1) also

shares that his supervisor refused to give him a higher grading and gave no explanation why co-workers were being promoted ([716], p.O-70):

I: Have they, have they told you anything on how you can go to a higher position? You said you asked your manager...did they not, were they not able to tell you anything for your career further on?

R: Our section, now we call it a week, work's week management...Ok, but we ask why the other co-workers getting promotion from T9, T10 to T11...But we asking the manager to give us T6, like other [plants]...But he refuse...I don't know why (sic).

The type of job that this EWD was accommodated into involved only office work ([717], p.O-71). He relates that his manager emphasised that only plant-workers worked hard and achieved promotion. He feels unhappy, but powerless, to change his situation, where he perceives unfairness in lack of promotion from the company ([718], p.O-71). He has raised the issue of non-advancement with his union ([719], p.O-71). His union representative gave him feedback that his supervisor blamed a lack of money as the reason for the EWD's non-advancement. This EWD has not had any further feedback or progress report from his manager on the personal development plan (PDP) form ([720], p.O-71). He is uncertain about the requirement for career advancement ([721], p.O-71). It seems to him advancement are based on managerial discretions on training or experience.

One supervisor confirms that all employees can register for and receive further career training at the company ([690], p.O-66). The supervisor will discuss the training and work arrangements to attend training directly with the employee. The HR manager relates that a direct supervisor must approve the career training for an employee ([691], p.O-66). Employees are accommodated to attend training only for job-related training courses ([692], p.O-66).

One EWD relates that the company has paid for training courses for him to change jobs within his division ([693], p.O-66). One supervisor relates that his EWDs have had some training and additional tasks afforded them to be able to increase their job gradings ([694], p.O-66). One EWD is also completing an external diploma to further his own qualifications, according to his supervisor ([695], p.O-67).

The company has denied training courses for one EWD ([696], p.O-67). The manager reasoned that the requested training was not job-related. This EWD relates some unhappiness with a supervisor that refused him advancement training courses ([697], p.O-67). The EWD observes that other employees are being afforded training and advancement opportunities, but not him.

5.2.4.3 Barriers and facilitators to advancement

Supervisor ignorance on managing and accommodating EWDs seems to play a role in the lack of advancement for EWDs in the company, according to a HR manager and a HR participant ([461], p.O-20). The HR participant (participant 16) provided the following quote:

I: And do you think the fact that they're not advancing is the fact of the disability, as you said, or do you think it is managers...it's their supervisors that now think differently of them? Is it a

function of the person with the disability that's the problem, or is it a problem with the actual management that is not advancing the person?

R: I think it's the problem with the management not advancing the people with the disabilities. There is a lot of talk about disabilities and all that, but when it really comes to implementation you find that the manager, now, has a problem with somebody. And if somebody has been accommodated here, you'll find that the next manager is really not prepared to go that extra mile.

The attitudes of managers and supervisors may prevent EWDs from obtaining advancement in the company ([669], p.O-62). A HR manager relates that some EWDs are being disadvantaged for promotions. Supervisor attitudes towards EWDs that received a job change accommodation may also prevent future advancement for an EWD, either with that or a new manager ([670], p.O-62). Ignorance by some managers on disability has led to a lack of advancement for some EWDs ([675], p.O-63).

Another HR participant relates that there seems to be a lack of advancement for EWDs that were given a job change accommodations ([671], p.O-62). This lack of promotion also translates to a lack of declaration for other employees with disabilities.

A lack of clearer career paths is a barrier for retainment and advancement for employees in general in the company ([672], p.O-62). One HR participant says that career planning is not necessarily done with every employee at the plant ([673], p.O-62). One HR participant admits that each division manages their own promotion and talent and that there is a lack of career planning for EWDs ([674], p.O-63).

The supervisor of an EWD can facilitate or present a barrier for EWDs to advance in the company, according to a HR manager ([711], p.O-70). Managerial support is critical for advancement, according to one EWD ([710], p.O-69). She believes that the company does, though, through bursary support, encourage employees to obtain career advancement training.

There were also two other facilitators to advancement mentioned. One supervisor relates that the proven good performances of his EWDs would make him champion for them to achieve higher job gradings in his division ([676], p.O-63). One HR manager suggests that sensitisation training at the company must take place to increase career planning and training for EWDs and their chances of advancement ([677], p.O-63).

5.2.5 Employment experiences with and of EWDs

Again, the employment experiences of EWDs can incorporate all the other headings and themes discussed throughout this chapter. This section, however, will highlight some important social and personal experiences of working at the company: corporate culture, management of EWDs and the perception of EWD performances.

5.2.5.1 Corporate culture and EWDs

The corporate cultures at head office and one company plant is discussed, as well as facilitators and suggestions are provided by participants for integrating EWDs into the culture.

5.2.5.1.1 *Head office culture*

One HR manager shares that the top management is supportive of PWD employment ([444], p.O-15). Another HR participant also believes that disability is a priority for the company ([445], p.O-15). One EWD is, however, uncertain what the company's senior managements' commitment is to disability employment ([443], p.O-15).

A positive and receptive culture towards EWDs seems evident at the head office, according to one supervisor ([808], p.O-92). One co-worker shares that the company culture is receptive towards EWD and that there are interaction between able-bodied employees and EWDs ([809], p.O-92). Three EWDs confirm a receptive and helpful culture at the company head office ([810], p.O-92). One HR participant found that co-workers were very receptive and helpful towards EWDs ([811], p.O-92). A HR manager relates that he has observed no resistance in the company culture towards EWDs ([812], p.O-93). He feels confident that EWDs could be integrated with relative ease into the company culture ([813], p.O-93). A family-orientated general company culture has made EWD integration easier, but is also an indication of what values new employees can expect and have to accept to integrate successfully ([814], p.O-93).

The working teams of EWDs seem to be accepting of PWDs, according to supervisors interviewed. One supervisor shares that her department is very protective of, and helpful towards, their EWD, and that discrimination would not be tolerated ([802], p.O-90). There is no resentment from one team on assisting their EWD ([803], p.O-91). The supervisor feels they are meeting the company values of caring for each other. One supervisor (participant 14) relates that her EWD was surprised at the accepting culture within her team ([800], p.O-90). Previous experience seems to have indicated a resistance from co-workers to interact with the EWD, while the current team seems very receptive and even affectionate:

R: So it would be nice if we had support from that end, because a lot of the guys coming in, it is a new environment to them, and, I mean, people come with history. From my example, I know she was very amazed at people, that people were willing to hug her and kiss her. Because, from previous experience, she is an albino, and she's always got the perception that people don't want to touch her. So it was a new thing for her. It came out in our one on one discussions, that she actually felt, she actually didn't realise that people would be like that, because in previous companies, she didn't have that.

This supervisor discusses how her EWD lacked confidence due to a non-accepting culture at her previous company ([801], p.O-90). She relates that her current team is receptive and welcoming towards their EWD and this translates to successful integration.

Co-workers also agree that working teams are accepting of EWDs. One co-worker feels that their team has treated their EWD the same as any other group member ([804], p.O-91). There were no discussions among colleagues with relation to their EWD. She shares that their team is more than willing to help their well-liked EWD with some challenging job tasks due to environmental access problems ([805], p.O-91). There is no resentment towards the EWD in their team ([806], p.O-91). EWDs are seen as normal co-workers. One co-worker of an EWD describes that she doesn't notice the disability and that the EWD is just

a normal employee ([475], p.O-23). She relates that the EWD in her group has a less obvious disability and that she is treated like any other employee. Another co-worker also relates that he has befriended an EWD and sees him as just a normal colleague ([476], p.O-24).

EWDs also shared that they were accepted in their working teams. An EWD at head office confirms that her co-workers treat her no differently from any other employees ([799], p.O-90). One EWD also confirms that there is no discrimination in the way she is treated in the company ([807], p.O-91). The overall climate seems to include some worker politics, but this is unrelated to disability status.

Some negative attitudes by managers and employees have been observed toward EWDs in the company, according to one HR manager ([815], p.O-94). There has, however, not been outright discrimination observed. Negative attitudes by managers and co-workers are barriers to EWD employment at the company ([816], p.O-94).

5.2.5.1.2 *Plant culture*

The corporate culture at one plant seems to be more resistant towards disability than at head office. Resistance from co-workers may result from ignorance and a lack of awareness of disability and accommodations ([819], p.O-94). In a physically demanding unit, one supervisor shares that resentment from co-workers may result when they have to perform additional tasks for an EWD that cannot ([820], p.O-95). There may be reluctance from co-workers to accommodate and assist EWDs, according to one HR participant ([821], p.O-95). One HR manager shares that a lot of preparation of the company culture would be necessary to accommodate all types of EWDs ([532], p.O-35). One EWD also mentioned that some black colleagues avoid him due to his acquired disability. There have been some negative comments and name calling from colleagues towards one EWD that accepted a job change accommodation instead of being declared medically unfit and staying at home ([823], p.O-95).

Apart from some anticipated resistance, other participants do not feel that the culture rejects PWDs. One medical health participant feels that there won't be rejection of EWDs by the general plant culture ([817], p.O-94). Persons with diverse disability can be integrated into the plant culture, according to one EWD ([818], p.O-94). He reports helping behaviour from colleagues with regards to the restrictions that his disability places on some job tasks ([824], p.O-95). Another EWD relates that most of his colleagues still interact normally with him ([822], p.O-95).

5.2.5.1.3 *Facilitators to integrating EWDs into the company culture*

EWD competency and positive traits can help integration into a company culture. One EWD feels that her outgoing personality facilitated her integration and acceptance into her company her team culture ([825], p.O-96). One EWD's competence, and the minor accommodations that were needed to integrate her into the team, have led to her co-workers accepting her as just a normal colleague ([826], p.O-96).

Sensitisation training can facilitate a positive corporate culture. One co-worker feels that although sensitisation to her colleague with a less obvious disability was unnecessary, some sensitisation may be needed for more obvious or unpredictable disability types ([827], p.O-96). One HR manager shares that the

overall company culture may not be receptive towards EWDs ([828], p.O-96). Sensitisation training is imperative to prepare the culture for accommodating a larger scale recruitment of PWDs. Although integration should not be problematic, another HR manager still believes that some sensitisation training would facilitate the integration of EWDs into the company culture ([829], p.O-97).

Co-worker helpfulness may even result in overwhelming an EWD ([830], p.O-97). One HR participant feels that some sensitisation training may resolve over-zealous helping by colleagues, which may undermine the EWD.

With awareness raising on disability, aimed at co-workers and management, one HR participant foresees greater acceptance of disability in the company ([831], p.O-97). One medical health participant does concur that some awareness raising will advance the cause for EWD integration ([832], p.O-97). Some general awareness raising on accommodating an EWD has to be undertaken by the supervisor to combat resentment ([833], p.O-97). Sensitisation and awareness raising by an outside consultant may help foster a more accepting culture towards accommodating EWDs, according to a supervisor ([834], p.O-98). Having EWDs themselves provide feedback on their experiences of corporate culture would be valuable for one co-worker ([835], p.O-98).

Greater sensitisation also comes through direct interaction ([837], p.O-98). One co-worker remarks how she developed more compassion and sensitivity to an EWD through actual interaction ([836], p.O-98). She does not believe that sensitisation training would have been more effective than interaction for preparing her to work with an EWD. The more EWDs the company employ, the more the culture would become receptive, according to one HR manager. One supervisor feels that the plant culture is not resistant towards EWDs but also feels that actual interaction sensitises employees to disability ([838], p.O-99). Actual interaction and experiences with exceptional EWDs have made one department very receptive towards EWDs ([839], p.O-99).

5.2.5.2 Current job orientation of EWDs & relationships with their managers

Four of the EWDs interviewed were satisfied with their jobs and managers. The first EWD is happy with his current job, apart from some normal worker politics ([840], p.O-99). He has seen no difference in the way he is being treated in his pre- and post disability jobs. He confirms that he feels satisfied with his job and still receives the same remuneration as prior to his disability ([841], p.O-99). He has a satisfactory relationship with his current manager and has had good relationships with all his previous managers ([842], p.O-99). A second EWD is happy to work with his current manager and has no problems with him ([843], p.O-100). The third EWD is happy with her job ([844], p.O-100). She feels that she is contributing and performing well. She was even recognised with a managerial award for her job performance. She has not had any negative feedback from her team on her job performance. This EWD relates that she has a good and understanding relationship with her manager ([845], p.O-100). The final EWD is happy and satisfied with her job ([848], p.O-101). She has a very good and open relationship with her manager ([849], p.O-101).

One EWD is bored with her current job ([846], p.O-100). She feels, however, it is not that the job does not suit her qualifications, but rather that it doesn't suit her personality. She has not made any attempts to

change jobs, but may in the future consider a different job in a different division in the company ([847], p.O-101).

5.2.5.3 Management of EWDs

Managers of EWDs seem to apply general management skills to managing EWDs. One supervisor relates that he treats his EWDs the same as any other staff ([462], p.O-20). He admits that some accommodations and understanding may be necessary, but that they are just normal, productive employees ([464], p.O-21). One manager applies general management principles in managing his EWDs ([463], p.O-21). Normal managing principles are also applied by another supervisor of EWDs.

Some managers make attempts to relate more with their EWDs. One manager has an open relationship with her EWD and this facilitates sensitivity in managing her EWD ([465], p.O-21). She has personally gathered background knowledge and insight into her EWDs disability and background ([466], p.O-21).

It does not seem that managers receive special training for managing EWDs. No specific disability policy or training has guided one manager on managing his EWDs ([467], p.O-22). One manager also did not receive any training for managing an EWD, but felt comfortable from the start in managing EWDs ([468], p.O-22). Another manager also confirms not receiving any training on managing EWDs ([469], p.O-22). A trial and error approach by one manager may have had negative consequences for an EWD, but vigilance and flexibility have helped integrate the EWD ([469], p.O-22). A manager can develop bias for appointing EWDs with the same disability as the one he/she has become accustomed to, according to one supervisor ([470], p.O-22).

EWDs in the company do not make excessive demands from managers. Three managers relate that their EWDs do not take excessive sick leave or absence from work ([471], p.O-22). One HR manager also confirms that EWDs do not take more, and in some cases take less, sick leave than other employees ([472], p.O-23). EWDs in the company seem to make use of other financial support structures to obtain medical assistance and accommodations ([473], p.O-23). The HR manager relates that only a few big demands for accommodations have been received from EWDs.

One supervisor relates that medical problems and pain influences some executing of job tasks at certain times for one EWD ([474], p.O-23). The team, however, seem willing to help and assist with minor tasks to help the EWDs. Open communication with the EWD also helps manage days when pain manifests ([474], p.O-23).

5.2.5.4 Dedication, productivity and performance of EWDs

EWDs have abilities to contribute and be productive for the company. One supervisor suggests that EWDs are not just token employee to fulfil some target ([477], p.O-24). One EWD affirms that they can have the same abilities as any other person and that they deserve to be given a chance ([478], p.O-24). One EWD at the company is so competent and able that his disability is almost forgotten, according to one supervisor ([479], p.O-24). Although one has exceptional EWDs, one supervisor realised that not all EWDs had the same abilities and accommodation needs ([480], p.O-24).

With the correct accommodations, EWDs can be just as productive, or even better, than other employees, according to one co-worker and a HR participant ([483], p.O-25). Another supervisor confirms that her EWD has the same productivity as all the other employees ([484], p.O-25). Another EWD also has similar productivity as colleagues, according to her supervisor ([485], p.O-25).

Managers have positive feedback on EWD performances. A manager relates that his EWDs deliver exemplary work and have received recognition for good performances ([486], p.O-26). This good performance makes the supervisor willing to accept even more EWDs in his division. One co-worker cannot recall a single instance where her EWD was unable to perform a job task ([487], p.O-26). Another HR manager confirms that she have heard of no problems with the performances of EWDs in the company ([488], p.O-26). One supervisor is very happy with the job performances and productivity of his EWDs. They would be difficult to replace, according to the supervisor ([489], p.O-26). Another supervisor has no complaints about his EWD's performance, apart from normal worker dynamics ([490], p.O-27). There is no difference in performance of one supervisor's EWDs and other employees ([491], p.O-27).

Very few negative comments were made on EWD performances. Only one supervisor had an instance where a co-worker informally complained about one EWD's inability to perform some job tasks ([492], p.O-27). One supervisor shares that a previous EWD was difficult to manage due to his reluctance to try new things ([494], p.O-27). She also relates that her EWD initially had a lack of self confidence, possibly due to negative experiences at a previous company ([495], p.O-28).

5.2.6 Initiatives by the company to enhance employment outcomes for PWDs

Nine types of initiatives to enhance EWD employment are discussed in the following section and suggestions that were provided by participants on these initiatives are given.

5.2.6.1 *Financial initiatives*

The company has bursaries, subsidies and medical aid available to EWDs. The company has bursaries available for further study for all employees, according to one EWD ([853], p.O-102). One supervisor also confirms that the company has bursaries readily available ([854], p.O-103). The company subsidises bus fees for employees, according to an EWD ([855], p.O-103). The company also contributes to all employees' medical aids ([856], p.O-103). Another EWD also confirms that the company-subsidised medical aid paid for his hip replacement surgery ([857], p.O-103). The company provided funding for one EWD to purchase his first artificial limb ([858], p.O-104). The company has provided financial support for one EWD to afford an electric wheelchair, according to a HR participant ([859], p.O-104).

5.2.6.2 *Disability support groups/forum*

There is a PWD support group at the company, according to one HR manager ([860], p.O-104). There is, however, no official disability forum for PWDs at the company. It seems that the vocal and very visible PWDs are forming support groups, while the EWDs with hidden disabilities are avoiding groups due to a fear of discrimination. One EWD relates that she does attend general disability meetings at the company ([861], p.O-104) and prefers not to be involved in the Disability Forum ([862], p.O-104). She does not want

to be classified as simply an EWD. She relates that a disability forum is not a realistic solution to the real world problems faced by PWDs ([863], p.O-104). She avoids forums and groups that cater just for PWDs.

5.2.6.3 *Emergency evacuation measures*

Emergency measures for assisting EWDs have been established at the company. One co-worker confirms that the company has good evacuation plans and systems in place for assisting EWDs during emergencies ([866], p.O-105). One supervisor also confirms the presence of evacuation chairs and clear evacuation teams in the company head office ([867], p.O-106). The company has installed evacuation chairs for wheelchair user evacuation ([868], p.O-106). The chair requires co-worker assistance and a clear evacuation procedure, according to a co-worker. One EWD also confirms that they have a clear evacuation plan and equipment in place at head office ([869], p.O-106).

5.2.6.4 *Active recruitment*

There is an active drive in the company to achieve a 3% EWD representation in the company, according to two HR managers ([870], p.O-106). Job reservation and targeting of PWDs are occurring in some divisions ([873], p.O-106). The company has done some job targeting for EWDs, according to one supervisor ([871], p.O-106). Clerical positions have been earmarked for EWDs in one division, according to a supervisor. Some vacancies only targeted PWDs for recruitment. Another supervisor also relates that they specifically requested a PWD for a vacancy that they had ([872], p.O-106). One HR manager relates that it provides opportunities for PWDs to enter the company. Targeting strategies are discussed in more detail under the recruitment section.

5.2.6.5 *HR and management development*

One HR participant confirms that disability regularly features in their HR meetings and that a presentation to managers on identifying disability is imminent ([874], p.O-107). Having one HR employee that deals with disability matters would facilitate both HR and EWD management of disability matters in the company, according to a HR participant ([875], p.O-107).

5.2.6.6 *Declaration of disability initiatives*

It is greater declaration of disability and not new recruitment that is driving the EWD numbers upwards in the company, according to one HR manager ([876], p.O-107). The company undertook disability verification through the company doctors, according to a HR manager ([879], p.O-108). The company has also done employment equity, including disability, audits in the past, according to one HR manager ([881], p.O-109).

Declaration of disability, however, is inhibited by a fear of discrimination, according to one HR participant ([877], p.O-108). A HR manager also mentioned that a fear of discrimination was inhibiting some EWDs with hidden disabilities from declaring their disability ([878], p.O-108).

5.2.6.7 *Learnerships for PWDs*

The company has specified PWD targets for internships in the company, according to one HR manager ([882], p.O-109). There was, however, very poor management of an artisan learnership, which included PWDs, in the company ([883], p.O-109). Poor selection, disability-job fit and a lack of environmental accommodations by the company led to a failure to teach and retain the PWDs in the learnership.

5.2.6.8 *Sensitisation and awareness raising initiatives*

There has been one awareness raising and health education campaign for all employees on disability processes and procedures at one company plant, according to a medical health participant ([884], p.O-109). This campaign was, however, a long time ago. One HR participant relates that the medical sisters at the company plant have done some awareness raising on diverse health issues with all levels of staff ([885], p.O-110). One HR participant at the plant is currently planning awareness raising on health education and what constitutes disability ([886], p.O-110).

Health awareness raising is also going to be increased at the company, according to a HR manager ([887], p.O-110). One HR participant relates that the company has approached a training institute to raise awareness with supervisors on accommodating disability ([889], p.O-110). An overall awareness campaign for all employees is also envisioned by this HR manager ([891], p.O-111). The successful introduction of safety awareness at every company meeting will now be adopted for health awareness raising as well. She relates that they are also planning awareness raising on disability in the company and will use International Disability Day to raise awareness on disability ([888], p.O-110). Each company subsidiary will chose the medium through which to educate staff on disability.

One HR participant relates that future awareness raising must involve medical health personnel, HR and also the unions ([892], p.O-111). Awareness training can make a difference in integrating PWDs, according to one HR participant ([893], p.O-111). Awareness raising can be through presentations by the medical sisters, due to their knowledge on the subject of disability. During a recent workshop on changing attitudes towards EWDs, some EWDs have indicated a wish to be involved in raising awareness on disability, according to a HR manager ([894], p.O-111).

One HR manager confirms that there was sensitisation training for managers on health and disability systems and processes at the company in the past ([895], p.O-112). The training, however, was discontinued in the past year. The contract with the training provider ended and a lack of finance prevented a new contract. He also relates that they are negotiating with training service providers of disability sensitisation training to present a programme to managers in the company ([890], p.O-110). The execution is pending on other employment equity goals and financing.

Another HR participant relates that there has been sensitisation training for managers, but that it seems that it was not effective in informing managers on disability management ([896], p.O-112). One supervisor thinks there has been some sensitisation on disability for high level managers, but that, in general, there has

not been sufficient sensitisation at the company ([897], p.O-112). He relates that management and workers on all levels can receive more sensitisation on working with PWDs ([898], p.O-112).

5.2.7 Policy and guidelines on disability

Definitions, policies and guidelines governing disability management at the company are discussed in this section.

5.2.7.1 Defining disability

The Employment Equity Act provides a clear guide on which the company's definition of a PWD is based, according to one HR manager ([904], p.O-114). Disability classification can result from any physical or medical condition that inhibits a person from performing their normal job tasks, according to a medical health participant and HR participant ([903], p.O-113). The condition has to present a functional limitation, in accordance with the person's job description, for HR to consider accommodation, according to a HR manager. A person can therefore, for equity purposes, be classified as a PWD, while not being functionally disabled in his/her work environment. The company requires a medical doctor's confirmation of the level of disability acquired by a person before further steps are taken to accommodate or declare disability ([907], p.O-115).

Others say that HR is struggling to find a consistent and workable definition for disability ([905], p.O-115). One HR participant relates that finding workable solutions for defining disability and applying that to real world cases is a challenge. One HR manager explains the difficulties with defining disability from an employment equity point of view versus government and social services point of view ([906], p.O-115). Social services define disability from an individual's limitations point of view, whereas equity tries to define disability but also overcome barriers that are external to the person.

One supervisor explains that difference between disability and being disabled at work ([908], p.O-115). Through proper job assignment and accommodation, this person is not disabled as a worker. One co-worker makes the distinction between having a disability and being disabled by the environment ([909], p.O-115). She (participant 11) feels many PWDs can have the ability to perform normally at work:

I: Ok, so [how] would a guy with HIV be different from a person in a wheelchair? What aspect of their functioning are you looking at when you say...you were talking about epilepsy earlier, at what stage of epilepsy do you think they would actually be classified as a person with a disability?

R: The minute I think it influences their job, and their ability to perform their job, without too much adjustments having to be made, in terms of the work environments, and arrangements and things like that. So, for example, I mean, a blind person is still blind, but if they're still able to perform their job, without any quality issues, yes, they're disabled, but they're not, in my opinion, disabled.

I: Ok. I understand...

R: You know, from a work environment.

5.2.7.2 *Policy in practice: guidelines and practice*

One supervisor states that the EE Act is the most important guide influencing disability management at the company ([914], p.O-116). Disability forms part of the company equity policy ([915], p.O-116). The company has an employment equity procedure document ([910], p.O-116). It states that [the company] “aims to create an environment that values and leverages diversity and employment equity. All differences, including but not limited to, race, gender, sexual orientation, creed, culture, ethnicity, language, experience and disability shall be respected.” Specific reference to PWDs and reasonable accommodation also appears in the equity plan ([912], p.O-116).

Employment equity coordinators are charged with collecting and analysing employment practises with regard to designated groups ([911], p.O-116). The Equity plan places the responsibility of equity management within the HR department ([913], p.O-116). “The Human Resources Division is responsible for the establishment of mechanisms to ensure an [company]-coordinated and aligned approach to diversity and employment equity, including the monitoring and evaluation of the programme.”

Disability policy is comprehensive at the company, according to one HR manager. The company has a clear disability policy and processes, according to one medical health participant ([916], p.O-117). The company policy and processes are adequate in integrating PWDs in the company, according to another HR participant ([917], p.O-117). The company has effective systems and processes in place to drive employment equity and disability within every division, according to a HR manager ([918], p.O-117). One supervisor also confirms that the disability policy and practices at the company are sufficient ([919], p.O-117).

Some critiques and suggestions were also made on how to improve policy. The company policy of disability is good, but the execution of policy is still lacking, according to one HR manager ([920], p.O-117). This is most evident with the lack of understanding by managers on how to accommodate and advance an EWD. PWDs should be part of disability policy formulation and execution at the company, according to one HR participant ([921], p.O-118). The company must be clear and realistic on PWD target setting, according to one supervisor ([922], p.O-118).

As far as awareness of disability policy is concerned, co-workers, EWDs and managers interviewed were mostly unaware of the disability policy. One medical health participant relates that she encounters a number of employees with no knowledge of a disability policy and rights for employees with disabilities ([927], p.O-119). Two co-workers of EWDs are not aware of a disability policy in the company ([923], p.O-118). One EWD also commented that she was unaware of a disability policy in the company ([924], p.O-118). One manager was unsure about policies regarding disability ([929], p.O-119). Another supervisor has also not consulted the disability policy, while another knows only that the company gives preference to BEE candidates ([930], p.O-119).

HR were more aware of disability policy in the company. Two HR participants, however aware of a disability policy in the company ([925], p.O-118). One HR participant relates that she does not consult the company policy on disability, but that she is guided by the medical Sister in identifying disability ([926],

p.O-118). One supervisor is aware of disability procedures in the company, but he is not familiar with them ([928], p.O-119).

5.2.7.3 *Disability-related processes and practices*

All employees at the company has to undergo occasional medical assessments, according to one EWD ([931], p.O-119). All potential employees have to undergo a medical check up to test whether they are medically fit for a given job description, according to the medical health participant ([932], p.O-119). All medical information has to have an employee's consent to declare before any accommodations or reporting for equity purposes can be made, according to the medical health participant and a HR participant ([933], p.O-119). All employees at the company also have the same sick leave allowance, according to one EWD ([934], p.O-120). The company has ample sick leave available to all employees, according to one supervisor ([935], p.O-120).

Three supervisors relate that their own performance contracts measure adherence to equity employment, including EWDs ([936], p.O-120). Disability management can form an even greater part of the performance evaluations of managers at the company to force integration and proper management of EWDs, according to one HR manager ([937], p.O-121).

5.2.8 Recruitment

Recruitment-related themes in this section include recruitment strategies and initiatives, as well as company experiences in finding candidates. This section concludes with suggestions on improving PWD recruitment.

5.2.8.1 *Recruitment strategies and initiatives*

HR is responsible for recruitment and equity management at the company. All vacancies are presented to the HR equity committee to inform which equity preference is given for a new recruit, based on racial, gender and disability targets, according to a HR participant ([946], p.O-123). After the equity committee has made its recommendations, all vacancies are advertised by the company recruiting shared services ([947], p.O-123). The recruiting agents are responsible for advertising, short-listing and interviewing candidates.

HR uses the job description and manager feedback when identifying appropriateness of certain jobs for certain disability types ([454], p.O-18). Disability type has to match the job description and environment, according to one medical health participant ([455], p.O-18). An EWD can also provide feedback on whether a job would be appropriate for their disability. The company has improved recruitment selection by having knowledgeable people on the selection committee when a PWD targeted vacancy arises, according to a HR manager ([951], p.O-123).

When a manager indicates to HR that he/she wants to employ more EWDs, HR would encourage that PWDs are invited to apply for a vacancy, according to a HR manager ([948], p.O-123). One supervisor shares that he informs HR of his needs and wants for a new candidate when a vacancy arise ([949], p.O-123). He has tasked HR to assist him in finding PWDs to recruit for specific vacancies in his division ([950], p.O-123).

Company job advertisements also sometimes invite and indicate that PWDs would receive preference for a given vacancy ([952], p.O-123). One medical health participant, a HR manager and a HR participant have seen job advertisement in the company that invite PWDs to apply ([953], p.O-124). Another HR participant, however, says that she's not aware of any job advertisements that's invited PWDs to apply ([954], p.O-124).

There is an active drive to achieve a 3% EWD representation in the company, according to one HR manager ([955], p.O-124). There is a focus on PWD recruitment, as it forms part of performance indicators for managers ([956], p.O-125). One supervisor shares that the company had a drive some three years ago that gave supervisors instruction to employ PWDs ([957], p.O-125).

Job reservation and targeting of PWDs are currently occurring in some divisions ([958], p.O-125) & ([961], p.O-126) & ([959], p.O-125). Clerical positions have been earmarked for EWDs in one division, according to a supervisor. ([959], p.O-125). A supervisor also relates that they specifically requested a PWD for a vacancy that they had ([960], p.O-126). One EWD relates that she was aware that the company wanted to recruit a PWD for the position that she applied for ([938], p.O-121). She competed with two other PWDs with the same disability. She thinks the company targeted a disability type and made the necessary accommodations to integrate this disability type. Another EWD also relates the she competed with other PWDs for her current job ([940], p.O-121). She also relates that the company was advertising positions for PWDs ([942], p.O-121). A third EWD was aware that the company were targeting PWDs for appointment ([941], p.O-121).

EWDs can also compete with able-bodied applicants for some jobs in the company. One EWD confirmed this was the case for her current job ([939], p.O-121). She believes she was selected because she was the best candidate. Subsequently, she has received managerial recognition for her performance, which affirms her believe of not just being a token employee.

Irrespective of whether an EWD was targeted for a job or not, the interview process seemed fair. EWD, although admitting that she was probably an affirmative action appointment, feels, however, that the interview process was normal and fair ([943], p.O-122). She believes her selection was based on her having the necessary qualifications for her job. A second EWD also relates that the interview process seemed fair and normal ([944], p.O-122). PWD candidates go through a normal interview process, according to one supervisor ([945], p.O-122).

5.2.8.2 *Company experiences with recruitment agencies & word of mouth*

PWDs are sourced from recruitment agencies that specialise only in PWD recruitment and also from standard recruitment agencies that have a division on PWD recruitment, according to one HR manager ([964], p.O-127). HR supported two supervisors in finding a PWD from a standard recruitment agency for a vacancy ([966], p.O-127). A new position was created in one division and a job description was defined ([967], p.O-128). Then the division approached a recruitment agency directly for PWD candidates and identified the most suitable candidate.

A recruitment agency specialising in disability recruitment assisted one supervisor in the process of recruiting a new PWD ([968], p.O-128). The agency provided information on disability type, degree of disability and also level of rehabilitation. This agency was contacted by the supervisor's superior ([969], p.O-128). They provided candidates and made recommendations on candidates, as well as what it would involve to employ a PWD. The recruitment agency introduced the concept of rehabilitated versus non-rehabilitated PWD candidates ([970], p.O-128). They related that rehabilitated candidates had received training and evaluations and had been rated on their abilities, such as mobility. Non-rehabilitated PWDs presented unknown abilities, skills and needs.

More qualified EWDs are found through either standard recruitment agency head hunting or word of mouth, according to one supervisor ([965], p.O-127). For high level appointments, word of mouth within the disability society seems to be an effective method of recruitment, according to one supervisor ([962], p.O-126). Existing staff in the company can also be a source of information in identifying people and organisations where PWDs can be recruited from ([963], p.O-126).

5.2.8.3 *Limited success in PWD recruitment*

The pace of PWD recruitment has been slow, according to one co-worker ([975], p.O-131). One EWD also feels the company has not had enough success in recruiting many PWDs ([976], p.O-131). One company plant has not employed a new PWD in the past year, according to a medical health participant ([977], p.O-131). She does, however, foresee PWDs being recruited in the next year. One HR manager also shares that the company is not doing well in recruiting new PWDs, but rather raising their numbers through identifying existing EWDs ([978], p.O-131). A medical health participant has not seen active recruitment of PWDs at the company ([979], p.O-131). She also relates that the company has retained and accommodated many employees that acquired disability ([980], p.O-131). They have, however, not employed many new PWDs.

The company cannot find qualified PWDs for the critical skills jobs, according to two HR managers ([971], p.O-129). One HR manager states that the company would like to recruit EWDs for core and critical skilled jobs ([972], p.O-129). It has, however, proven difficult to find suitable candidates and most recruitment have taken place for entry level jobs.

Company conditions and type have also inhibited PWD recruitment. There is a general moratorium on new recruitment into the company due to the financial crisis ([973], p.O-130). This, obviously, has impacted on PWD recruitment into the company in the recent past, according to one EWD. The physical nature of many jobs in the company is limiting the amount of employment opportunities available for PWDs, according to one supervisor ([974], p.O-130).

In comparison to other companies, though, the company is doing well in PWD employment ([981], p.O-132). One HR manager, however, feels that it can still improve. A co-worker feels satisfied with the company efforts in recruiting PWDs ([982], p.O-132), and one EWD also feels that the company is doing well in its recruitment efforts for PWDs ([983], p.O-132). One HR manager confirms that there were new

PWDs recruited into the company in the past year ([984], p.O-132). The company has improved its planning on recruiting of PWDs, according to a HR manager ([985], p.O-132).

There is a lack of EWD recruitment for higher and management level jobs in the company, according to a HR participant ([986], p.O-132). The company has focused its recruitment on less severe disabilities, according to one supervisor ([987], p.O-133). There has also been a lack of focus on high-level recruitment. One supervisor relates an attempt to recruit an EWD as a chartered accountant ([988], p.O-133). The company could not meet his salary demands, but also have on CA with a disability on its staff.

5.2.8.4 *Suggestions on recruiting PWDs*

Sensitisation on appropriate job types for PWD recruitment should start with managers being informed of diverse disability types and accommodation needs ([1000], p.O-136). This will ensure more informed recruitment decisions and accommodations for potential EWDs, according to one co-worker. More information on disability type and accommodations needed would also facilitate the appointment and integration process of EWDs, according to a HR participant ([456], p.O-18) & ([658], p.O-59).

Management must be educated on disability and what PWDs can offer the company prior to a greater recruitment drive at the company, according to one medical health participant and a HR manager ([1001], p.O-137). Testimonial information on current EWDs' performances and accommodations can be distributed during another recruitment drive for PWDs, according to one supervisor ([1010], p.O-139). Sensitisation on appropriate job types for PWD recruitment should start with managers being informed of diverse disability types and accommodation needs ([659], p.O-59). A workshop with managers and employees on disability type and suitable jobs may help raise awareness on disability in the company, according to a co-worker ([457], p.O-19).

HR should also ensure a proper ability-job fit for all PWD recruits, according to one supervisor ([997], p.O-136). Quality and performance should still remain the main focus of any recruitment, even PWD recruitment, according to one supervisor ([998], p.O-136). A job-disability fit is critical to obtain full productivity for EWDs and not create a burden on colleagues, according to a HR manager ([460], p.O-20). A disability-job tasks and environment fit check has to be made before a PWD is recruited, according to one HR manager and two supervisors ([991], p.O-134). One supervisor also suggests a conversation with a PWD applicant on whether they are able to execute the required job tasks ([992], p.O-135). HR can also facilitate PWD recruitment by suggesting and advising a supervisor on if and how PWDs can be found for a vacancy ([994], p.O-135).

The company must also consider which environments can easily accommodate EWDs in certain jobs. One HR participant feels that specific job targeting for PWDs is the best way to increase the number of EWDs in the company ([459], p.O-19) & ([1007], p.O-138). One HR manager suggests that the company must now consider which jobs and environments in the company are suitable for different types of PWDs ([989], p.O-134). The company can also focus on office-type jobs. One supervisor, for example, relates that the company can increase the assignment of PWDs to his division ([990], p.O-134). He feels that the office-type of environment in which his division operates are suited for more PWD recruitment.

Having a person with knowledge on disability type in a job interview panel may facilitate more diverse disability types being employed ([458], p.O-19). Having one HR employee that specialises in disability may facilitate hiring and appropriate selection of a variety of PWDs. Interviewers at the company are not specialists in dealing with PWDs, according to one manager ([995], p.O-135). One supervisor cautions that having managers select EWDs may bias hiring in favour of disability that is familiar to the supervisor. He shares, for example, that he prefers persons with physical disability only because he has become accustomed to them and remains ignorant of other disability types.

The company must also consider where PWDs can be found for jobs in the company. Recruitment drives at universities can increase PWD recruitment into companies, according to another HR participant ([1008], p.O-138). Schools for PWDs should also be targeted to increase awareness of the company as a potential employer, according to one HR participant ([1009], p.O-139).

The prohibition on companies to enquire about an applicant's disability and their accommodation needs places a responsibility on the company to give more assurances to applicants that the company would accommodate them if they were the right person for the job ([999], p.O-136). This may have a positive impact on higher-level recruitment as well. One HR participant would like to see more high-level and core competency recruitment into the company ([993], p.O-135). The company can accommodate and encourage PWD recruitment beyond just the entry level office based jobs.

There were also suggestions for EWDs to increase their employment chances at the company. One EWD suggests that working through a recruitment agency presents far greater success than simply responding to job advertisements ([1002], p.O-137). Positive attitude and confidence are very important qualities during a job interview with a PWD, according to one supervisor ([996], p.O-136). One supervisor also suggests that the applicant with a disability should be asked for guidance on proper accommodation and environmental preparations needed to ensure quality employment outcomes ([1003], p.O-137). He relates the challenges they experienced with an EWD due to an inaccurate picture presented by him on his abilities ([1004], p.O-138). He suggests that PWD applicants be forthright about their accommodation needs in order for the company to ensure proper accommodation prior to appointment ([1005], p.O-138). Another HR participant also relates that the process of accommodation and recruiting an EWD would be facilitated if EWDs shared their disability needs ([1006], p.O-138).

5.2.9 Barriers mentioned by participants on PWD employment

This section relates different types of barriers to PWD employment identified by the interview participants.

A lack of accessibility and/or accommodation processes is a barrier to PWDs at the company. One HR participant identifies a lack of access and accessible equipment as barriers for PWD employment ([722], p.O-71). A lack of environmental access and equipment accommodation is a barrier to PWD employment, according to one HR participant ([651], p.O-58). A lack of accessibility to many company buildings can be a barrier to employing PWDs, according to two supervisors ([723], p.O-72). General infrastructure in the country is not accessible to persons with mobility impairments, according to one EWD ([724], p.O-72).

A non-receptive culture is a barrier for PWD employment, according to one supervisor ([725], p.O-72). Negative attitudes by staff and management with regards to EWDs are a barrier in the company, according to a HR manager ([726], p.O-72).

The company type and environments at the company can inhibit PWD employment. The type of company makes it difficult for greater PWD integration, according to one HR manager, an EWD and a supervisor ([727], p.O-72). The majority of jobs in the company present a safety risk to employing PWDs ([451], p.O-17). Due do safety risks, the plant environment at the company is a barrier to PWD employment, according to two HR and one medical health participant ([730], p.O-73). Plant settings present problems and risks for accommodating PWDs ([449], p.O-16). Jobs that require plant visits cannot be performed by wheelchair users, but perhaps by persons with hearing loss, according to one HR participant ([452], p.O-17). Some company environments may present a high risk for employing PWDs and restrict their productivity due to the nature of jobs that require physical abilities in the company, according to one supervisor ([728], p.O-73).

Physically challenging jobs in the company make it difficult for greater PWD integration, according to one HR manager, an EWD and a supervisor ([727], p.O-72). The physical nature of work in the company also makes it difficult to accommodate PWDs. Most jobs in the company require mobility and would be unsuitable for most PWDs, according to one manager ([450], p.O-16). Non-office-based job types are barriers, according to on medical health participant and one HR participant ([729], p.O-73). Administrative jobs are more suited to EWDs, according to one supervisor. Labour intensive and plant jobs are inappropriate and present a safety risk for persons with mobility problems, also for persons with intellectual and psychiatric disability, according to a HR manager ([453], p.O-17).

The perceived financial cost and risk of employing PWDs can inhibit PWD employment. Lack of funding at companies may be a barrier to PWD employment ([731], p.O-74). One EWD relates that additional costs to accommodate EWDs may make high targets for PWD recruitment unrealistic. The cost of making accessibility and equipment accommodations may be a barrier for PWD employment, according to one HR participant and one EWD as well ([732], p.O-74).

The risk that an EWD may not be as productive as other employees may present a financial risk to smaller firms, according to one supervisor ([733], p.O-74). The perception that EWDs are not productive employees and will cost the company money may be a barrier to their employment, according to one medical health participant and a HR manager ([734], p.O-74). EWDs may be viewed as high-risk employees, with limited ability and a lot of sick leave, according to one supervisor ([735], p.O-75).

General ignorance and a lack of awareness and/or exposure to disability inhibits employment of PWDs. A lack of awareness of accommodations needed for diverse disability types is a barrier to the employment of PWDs in the company, according to one co-worker and a HR participant ([736], p.O-75). One HR participant relates that ignorance regarding a hidden disability may lead to miscommunication and present challenges for working with an EWD ([737], p.O-75). Limited exposure to EWDs can lead to bias for certain types of disabilities, according to one manager ([738], p.O-75). Overall ignorance regarding

accommodations and EWDs is a barrier to employment, according to one co-worker ([739], p.O-76). There are some ignorance and non-cognisance from some managers in the company that complicates and over extends the jobs of HR support personnel with regards to the accommodation process ([740], p.O-76). A quantity mentality seems prevalent, as opposing to a quality employment for EWDs.

The non-disclosure of disability is a barrier to successfully managing EWDs, according to one HR participant and a supervisor ([741], p.O-76). Participant 5 is concerned that the company is not communicating and engaging enough with its current EWDs on their needs and employment experiences ([742], p.O-77). A lack of this engagement can lead to a lack of feedback from and understanding of EWDs, which may lead to unhappiness.

The misconception on the abilities of EWDs may be a barrier to their employment, according to one co-worker ([743], p.O-77). A lack of awareness on the abilities of PWDs can be a barrier to their employment, according to another co-worker ([744], p.O-77). For example, there seems to be a focus on recruiting EWDs only for lower level jobs, specifically administrative jobs, according to one supervisor ([745], p.O-77). She is unsure if highly qualified PWDs are being sought actively by the company. One EWD also relates that people may perceive that EWDs are not as qualified for a job as able-bodied peers ([746], p.O-78). The perception that EWDs are not as productive and able as other employees may be a barrier, according to one supervisor ([747], p.O-78). Non-recognition and lack of advancement can, in general, be a barrier to PWD employment nationwide, according to one EWD ([748], p.O-78) & ([749], p.O-78).

A lack of qualified PWDs is a barrier to their recruitment into scarce skills and high level jobs in the company, according to three HR participants ([750], p.O-78). There is a very limited number of PWDs available with professional and university qualifications, according to two supervisors ([751], p.O-79). A lack of PWDs with higher education is a barrier to their employment, according to one EWD ([752], p.O-80).

A lack of accessible public transport is a barrier to PWD employment in the country, according to two EWDs ([753], p.O-80). A lack of company transport to external courses is a barrier for one EWD ([754], p.O-81). Persons with mobility impairment without their own transport can be problematic for a supervisor due to transport problems ([755], p.O-81).

5.2.10 Facilitators mentioned by participants for integrating EWDs

The participants also mentioned numerous facilitators for integration PWDs into the workforce.

An accessible environment is necessary and would facilitate the integration of PWDs into the labour market, according to one supervisor ([756], p.O-81). An accessible and properly accommodated work environment would facilitate the integration of EWDs, according to one co-worker ([757], p.O-81). Accessible ablution facilities and infrastructure would facilitate PWD integration, according to an EWD ([758], p.O-81). One co-worker relates that ensuring accessibility removes disability in the working environment ([759], p.O-81). Accommodations for EWDs are mostly simple and practical ([760], p.O-82). With proper accommodation, one co-worker feels disability becomes moot in the workplace. Accessible

transport would also facilitate the integration of PWDs into the labour market, according to one EWD ([761], p.O-82).

Active recruitment strategies may facilitate PWD integration. Job targeting and inviting PWDs to apply for jobs in the company would facilitate their entry into the company, according to one medical health participant ([762], p.O-82). Recruitment drives at universities may facilitate the employment of more PWDs in the company, according to one HR participant ([763], p.O-82).

An accepting and friendly corporate culture and working team would help the integration of PWDs into a working team, according to one supervisor ([764], p.O-82). One HR participant thinks that having EWDs in core functions and jobs at the company would facilitate the integration of other PWDs into the company culture ([765], p.O-83).

Certain company types make it easier to employ PWDs. The public sector has provided one EWD with an opportunity for higher level job entry, thanks to a commitment to employment equity and the redressing of past discrimination ([766], p.O-83). The public sector provides more opportunities for PWDs than the private sector, according to one EWD ([767], p.O-83). Large organisations offer more opportunities and facilitate the integration of PWDs, according to one supervisor ([768], p.O-83). There is also a tax benefit for accommodating PWDs.

HR support or mentoring can facilitate employment success for PWDs. One HR participant suggests that more information on disability type would facilitate the recruitment and employment process, both for HR and managers ([769], p.O-83). More knowledge may lead to better accommodation and preparation for a new EWD. A HR employee that deals exclusively with disability at the company would facilitate the management and accommodation of EWDs in the company, according to one HR participant ([771], p.O-84). A mentor or job coach, perhaps from HR, that can inform and guide an EWD into a company may facilitate integration, but also provide feedback of resistant cultures in the company ([770], p.O-84).

Certain job types can also facilitate PWD employment. Office- and administrative jobs, including HR, makes employment and accommodation of PWDs easier, according to a HR participant ([772], p.O-85). Administrative and office environments present more appropriate and easier job opportunities for PWD employment, according to one HR participant and a medical health participant and supervisor ([446], p.O-15). Financial and HR services jobs are appropriate for EWDs in plant settings, according to a HR participant ([447], p.O-16). One EWD feels that PWDs can do artisan and workshop jobs in the company, but not in the plant environment ([448], p.O-16).

Positive EWD traits can help integrate PWDs. Exceptional EWDs have helped the company culture to accept and integrate EWDs, according to one supervisor ([773], p.O-85). One EWD recommends that a positive attitude, competence and hard work by PWDs would facilitate their integration into the open labour market ([774], p.O-85). A positive attitude in EWDs facilitates PWD integration and management ([775], p.O-85). An EWD with that present willingness and makes an effort with unfamiliar job tasks facilitates integration ([776], p.O-86). One EWD feels that her outgoing personality facilitated her integration and acceptance into her company her team culture ([777], p.O-86). Open communication and disclosure by

EWDs would make management of EWD easier, according to one supervisor ([778], p.O-86). One supervisor shares that his EWDs are very positive ([493], p.O-27). He feels that a positive attitude is almost a prerequisite for him to employ an EWD. A willingness to explore new challenges by his current EWDs has been a benefit to one supervisor ([494], p.O-27).

Pressure and force to employ will facilitate the employment of PWDs. One supervisor feels that only pressure on management to appoint PWDs would facilitate the integration of PWDs into companies ([779], p.O-86). Legislative force has facilitated the employment chances and entry of more PWDs, according to two EWDs and a HR manager ([780], p.O-86). This force should also be supplemented with managerial sensitisation and accountability ([781], p.O-87). One EWD observes that she suspects companies only recruited PWDs due to legislative force ([782], p.O-87).

Awareness raising and acknowledgement of EWD abilities facilitates disability integration. Awareness raising and information sharing on PWDs and their abilities will facilitate their wider integration into the labour market, according to one co-worker ([788], p.O-88). An activist for disability in the top management of an organisation facilitates the integration of PWDs into a company, according to on HR participant ([783], p.O-87). A disability forum will facilitate integration and change and improve the employment experience for EWDs, according to one HR participant ([784], p.O-87). A supervisor feels that EWDs should be recognised for their abilities and potential productivity gain to companies ([786], p.O-87). The recognition by companies of the abilities of EWDs would also create a positive feedback loop to EWDs ([787], p.O-88). This may combat negative self-worth in EWDs that perceive themselves as simple equity employments.

One co-worker feels that sensitisation training should be a requirement for all managers ([900], p.O-113). Presentations by EWDs or outside organisations can guide a discussion on experiences of managing EWDs. One HR manager feels that reading material, theatre or information sharing by EWDs can help sensitise the culture to disability ([901], p.O-113). A supervisor also mentioned that e-learning could be used to sensitise on disability ([902], p.O-113).

A support group for EWDs gives a voice to change and raises awareness in the company, according to one HR manager ([785], p.O-87). One medical health participant suggests collaboration between EWDs, perhaps facilitated by a DPO, in a forum style for feedback on their employment experiences in the company ([864], p.O-105) One HR participant also suggests that a forum for EWDs in the company can help shape policy and improve employment for EWDs ([865], p.O-105).

Feedback on disability in the company and from the EWDs themselves would help inform all employees on the employment experiences of EWDs and also help with integration and better accommodation practices, according to a co-worker ([789], p.O-88). One HR manager feels that annual interviews with selected EWDs at the company can provide a tool for monitoring the employment experiences of EWDs ([790], p.O-88). One medical health participant suggests asking and being guided by PWDs on their abilities and requirements and not to have a preconceived idea that they can or cannot perform certain tasks or jobs ([481], p.O-25). A supervisor also suggests having the PWD guide the company on what abilities he has and accommodations he will need ([482], p.O-25).

Actual interaction sensitises and informs a company's employees on disability integration, according to one HR participant ([791], p.O-88). Actual interaction and open communication facilitates the integration of PWDs into a company unit, according to one supervisor ([792], p.O-89). Another supervisor feels that it was only with actual interaction that a sensitisation to disability was achieved ([793], p.O-89). Another manager also shares that open communication from an EWD facilitates the management of that EWD ([794], p.O-89). The employee being interviewed can also facilitate integration by providing information of accommodations needed prior to appointment ([795], p.O-89). One co-worker remarks how she developed more compassion and sensitivity to an EWD through actual interaction ([899], p.O-112). She does not believe that sensitisation training would have been more effective than interaction for preparing her to work with an EWD.

Educational opportunities for PWDs should be promoted countrywide to facilitate disability employment. One EWD relates that PWDs should be integrated into standard high schools to facilitate their integration at the workplace ([796], p.O-89). Tertiary education for PWDs increases their chances of employment ([797], p.O-89). Transport and more accessible schools for PWDs to access education would facilitate integration ([798], p.O-89).

5.2.11 Summary

The company has 37 000 employees. Most company jobs are very physically demanding, which has resulted in an over-representation of able-bodied males. The company is aiming for 3% EWDs, but currently stands at 2.6% EWDs.

The company can ensure accessibility in administrative settings, but not in plant environments. A supervisor relates that lack of accessibility in the plant and the excessive cost to make the plant accessible is a barrier to PWD quality employment. The company seems to accommodate EWDs in many areas at head office. A variety of reasonable accommodations can be made available for employees that acquire a disability. Eight types of accommodations made for EWDs are related, mostly focusing on employees that acquire disability.

The attitudes of managers and supervisors may prevent EWDs from obtaining advancement in the company. A lack of clearer career paths is a barrier for retainment and advancement for employees in general in the company. There are opportunities for EWDs. There seems to be a lack of managerial feedback on career planning.

A positive and receptive culture towards EWDs seems evident at the head office. Some negative attitudes by managers and employees have been observed toward EWDs in the company. There has, however, been no outright discrimination observed. Persons with diverse disabilities can be integrated into the plant culture. Resistance from co-workers may result from ignorance and a lack of awareness of disability and accommodations.

Several types of initiatives to enhance EWD employment were discussed and suggestions were provided by participants on these initiatives. It is a greater declaration of disability and not new recruitment that has driven the EWD numbers upwards in the company.

The pace of PWD recruitment has been slow. The company has improved recruitment selection by having knowledgeable people on the selection committee when a PWD targeted vacancy arises. Job reservation and targeting of PWDs are occurring in some divisions. PWDs are sourced from recruitment agencies that specialise only in PWD recruitment and also from standard recruitment agencies that have a division on PWD recruitment. There is an active drive to recruit PWDs, but the company cannot find qualified PWDs for the critical skills jobs.

5.3 Company C

The company is in the financial services sector ([1011], p.P-1). The company has just under 30 000 employees in total ([1012], p.P-1). The company is a Level 4 BBBEE compliant company ([1013], p.P-1).

5.3.1 Description of interview participants and EWDs in the company

The following section will describe the interview participants and some relevant company statistics.

5.3.1.1 Interview participants

Eleven participants took part in the interviews for the case study. Four of the participants have a disability of some kind. Two of the employees with disabilities (EWDs) have a mobility impairment, two have a sensory impairments. Seven participants have no disability. Two participants are managers in HR, two are co-workers of EWDs and three are supervisors of EWDs. Each participant's description statistics are summarised in Table 5.3. The Atlas software numbered the participants, starting at participant 5 (and assigned numbers 1-4, 7, 9 and 14 to policy documents and not participants). After the table is related, more background information on the EWDs and then the other participants will be given.

Table 5.3

Descriptive Statistics for Company C Interview Participants

Participant	Type of Employee	Age	Race	Gender	Years in Company	Current job
5	Supervisor	31	Indian	Male	5	Technical manager
6	Co-worker	28	Black	Female	2	Manager
8	EWD	26	Caucasian	Female	1.5	Project manager
10	Supervisor	59	Caucasian	Female	35	Project manager
11	EWD	32	Caucasian	Female	11	Switchboard operator
12	EWD	36	Indian	Male	2	Transaction manager
13	HR	43	Black	Male	4	HR Executive
15	Co-worker	48	Caucasian	Female	23	Project manager: HR
16	HR	34	Black	Male	.5	Transformation manager
17	EWD	35	Caucasian	Male	15	Client financial services
18	Supervisor	40	Caucasian	Female	21	Team leader

Participant 8 is an EWD with a mobility impairment ([1016], p.P-1). She acquired her disability eight years ago in a car accident. The participant went through a difficult period after acquiring her disability and discontinued her attendance at university ([1017], p.P-1). She changed fields of study and started studying through a correspondence course. She does not use her university qualification, but she's satisfied to have achieved it. She uses a wheelchair as mobility aid.

Participant 8 applied for a personal assistant position at the company through a recruitment agency ([1018], p.P-1). The company suggested that she rather become part of their graduate programme, due to her degree qualifications ([1019], p.P-2). After completing the graduate programme, the participant was offered a permanent position in the company ([1019], p.P-2). She is proud of her independence and accomplishments and in breaking down any resistant culture ([1020], p.P-2). She likes her job, especially the diversity of tasks ([1022], p.P-2) and sees a future at the company ([1023], p.P-2). She is, however, frustrated and bored at times, but has decided to further her studies to achieve more at the company. Participant 8 declared her disability to the company ([1021], p.P-2).

Participant 11 was born prematurely and due to nerve damage became partially sighted ([1027], p.P-3). She has some residual sight to discern movement and light/dark. The participant has mostly worked as a telephone operator in her previous jobs outside of the company ([1028], p.P-3), as well as currently at one company branch ([1026], p.P-2). Participant 11 describes that there are only two EWDs at her branch ([1029], p.P-3). She found out about her current job from a friend ([1030], p.P-3). She is very grateful for her job ([1031], p.P-3). Participant 11 would love to work in business psychology, HR or even counselling in the company ([1032], p.P-3). All these options would, however, require further study at other locations in the country.

Participant 12 is an EWD with a mobility impairment ([1033], p.P-4). He acquired his disability during childhood and started using a wheelchair eight years ago ([1034], p.P-4). He has muscular dystrophy. He attended a mainstream school and used crutches to support himself ([1035], p.P-4). He started his career in finance and ended in management in another company. He sees his current job as a stepping-stone to further his career in the division ([1036], p.P-4) & ([1037], p.P-4). Participant 12 is the only EWD in his immediate team ([1038], p.P-4). He is involved in the company equity forum and also the disability forum ([1039], p.P-4). He was not aware of any other PWDs that applied for the same job that he is currently doing ([1040], p.P-4). Participant 12 has his own transport to work ([1041], p.P-5).

Participant 17 is an EWD with blindness ([1047], p.P-5). He lost his sight early in childhood and is completely blind ([1047], p.P-5). He serves clients in a company branch. He started his working life as a switchboard operator ([1048], p.P-5). Participant 17 admits that he probably is a quota employee ([1049], p.P-6). He furthered his own education by studying part-time and also became qualified for junior management through company training ([1050], p.P-6). Participant 17 is unsure whether he wants to remain in the company, but due to high unemployment rates, he is reluctant to resign ([1051], p.P-6). He describes that his insistent nature for equality is not an inherent personality trait, but rather ascribed to persistent challenges faced by PWDs ([1160], p.P-23):

R: To be disabled is not for 'sissies'. You've almost got to be an advocate...to the point of being almost rude or arrogant, which is not in my nature - I'm not that type of person.

Three supervisors were interviewed in this case study. Participant 5 is a technical manager and has three employees that directly report to him, one of them being an EWD ([1014], p.P-1). Participant 10 is a project manager ([1024], p.P-2) and supervises one EWD ([1025], p.P-2). Participant 18 has been a team

leader at the company for three years ([1052], p.P-6). She supervises three employees at a company branch, one being an EWD ([1053], p.P-6). She only started supervising an EWD this past year ([1054], p.P-6).

Two co-workers also participated in this study. Participant 6 is in a management position. She has one co-worker with a mobility impairment ([1015], p.P-1). Participant 15 works as a project manager in HR with employee well-being ([1042], p.P-5). She has had another co-worker with a sensory disability in the past and currently has two EWDs in her team, both with mobility disabilities ([1043], p.P-5).

Two HR participants were also interviewed. Participant 13 is a HR executive in the company. Participant 16 is a transformation manager at the company, with a specific focus on disability issues ([1044], p.P-5). He is tasked to test and ensure that disability strategy is put into practice at the company ([1045], p.P-5). He also supports the disability forum on executing decisions ([1046], p.P-5).

5.3.1.2 Description of EWDs in the company

A 2009 company report confirms that it has “various disabilities in our organisation” ([1055], p.P-6). The company’s transformation manual states that there are 2% EWDs in the company ([1056], p.P-6), and this was confirmed by one HR manager ([1057], p.P-6). One EWD confirms that there are EWDs in the company country-wide ([1058], p.P-6).

Participants gave contrasting feedback on how visible EWDs are in the company. One EWD describes that EWDs are greatly under-represented at the company ([1059], p.P-7). He feels the company employs less than 1% EWDs. One co-worker also observed that she do not notice many EWDs at the company head office ([1060], p.P-7). One supervisor confirms that although EWDs are not a common sight at the company, there still are EWDs visible and active within the company ([1061], p.P-7). Another HR manager is aware of a few EWDs at the head office location ([1062], p.P-7). A supervisor at branch level confirms that there are EWDs and a disability forum in the company. The company has one or more senior managers with a disability, according to a HR manager ([1063], p.P-7). One EWD, however, mentioned that the company has no senior managers with disabilities ([1064], p.P-7).

One HR manager indicates that persons with physical disability are the most represented EWDs in the company ([1066], p.P-7). Persons with sensory disability have some representation, as well as the less obvious disabilities. A supervisor is aware of one manager with a sensory disability in the company ([1065], p.P-7). She also confirms that there are some EWDs with epilepsy and also mobility impaired EWDs in the company ([1067], p.P-8).

5.3.2 Accessibility

Accessibility at the company is explored in this section. The section starts with budgeting for accessibility and then continues with current accessibility, planning and suggestions.

5.3.2.1 Budgeting for accessibility improvements

Accessibility changes are budgeted for by facilities management, according to a HR manager and one co-worker ([1161], p.P-23). An internal buildings audit indicates what accessibility accommodations are

needed at the company buildings ([1162], p.P-23). The feedback from the audit is incorporated in budget and facilities planning, according to a HR manager.

5.3.2.2 *Current accessibility at company*

There was also a recent drive in the company to improve accessibility for wheelchair users ([1207], p.P-32). The company has a transformation manual that states that they “made the consultative process and methods accessible to people with different disabilities” ([1206], p.P-32). The company does cater for PWDs with mobility impairment, according to one supervisor ([1208], p.P-32). The size of the organisation, the diverse types of job available and the accessibility makes it an attractive environment for PWDs to build a career ([1209], p.P-33). The company head office has good accessibility, which facilitates recruitment of PWDs ([1210], p.P-33). One EWD feels that the company has been very accommodating with regards to ensuring accessibility ([1211], p.P-33).

One EWD (participant 17), however, mentions that the misconception that all disability is the same and requires only physical accommodations is present in the company ([1214], p.P-33):

R: [Company name] purports to be...an employer of choice for people with disabilities. But with all respect, I mean, somebody in a wheelchair seems to get more preference than a totally blind person. Okay, their barrier, if they cannot get in to a building they are also pretty much stuck. Once they are in the building they can move around and go up and down in the elevators and they can probably do a job more easily than what we can, because they can read the computer systems. That is what I think people fail to understand.

Current accessibility at the company will be discussed further by looking head office and other company settings, as well as non-company venues.

5.3.2.2.1 *Head office building complex*

The company has improved its accessibility and most areas are now accessible, according to one supervisor ([1175], p.P-26). The supervisor and one EWD say that the office building is one of the more accessible places for wheelchair users ([1176], p.P-26). Most working spaces in the building are accessible to a wheelchair user. The building accessibility is deemed sufficient by another co-worker ([1177], p.P-27). One EWD feels that, although there are some challenges on company premises, she always has an accessible route in some form or another ([1186], p.P-29). The head office also has adequate parking for PWDs, as confirmed by a co-worker and EWD ([1178], p.P-27).

There are still, however, some accessibility problems in the new head office building, according to one co-worker ([1172], p.P-25) and others. This co-worker and one EWD mentioned that the bar (social) area was inaccessible to a wheelchair users ([1173], p.P-25). The ramp accommodation is also inadequate. One EWD feels that some social networking is missed due to the inaccessible social venues in the building ([1174], p.P-26). Lifts and security doors that are occasionally out of order also present unexpected challenges for wheelchair users in the company building, according to two co-workers and a supervisor

([1184], p.P-28). The accessible toilet accommodation (in the newer company building) is also not optimal, according to a co-worker (participant 15) and EWD (participant 8) ([1179], p.P-27):

R: I personally don't think it's ideal and, well none of us do, because it's almost like the Allie McBeal, she's got to go through the gentlemen's entrance...And then there's two doors and then the disabled goes out of that...Can't we have it on the ladies' side? But anyways, there was some reason why the building couldn't do that.

R: Uhm, look, the problem that I have in phase two is the paraplegic toilet is attached to the males' bathroom. So you go through a wooden door and then another wooden door and that, that transition is difficult to do. You know, the doors are heavy, the space is small and then you're attached to a males' bathroom. So it's a bit uncomfortable...I don't really use the toilet. I won't.

The newer office building has also not ensured full or easy accessibility for wheelchair users, according to one EWD ([1180], p.P-27). The connecting space (garden) between the two main office buildings also has a very uneven walking surface and is difficult for persons with mobility problems to use, according to one co-worker and an EWD ([1181], p.P-27). Stairs between the office buildings also inhibit mobility for wheelchair users, according to another EWD ([1182], p.P-28). The size of the building makes mobility a challenge for EWD, according to one EWD ([1185], p.P-29). A ramp between the buildings would help improve mobility for EWDs ([1182], p.P-28). One HR manager, however, differs from other respondents and states that newest building is even more accessible than older one ([1183], p.P-28).

5.3.2.2.2 *Other company buildings*

A previous company building had inadequately accessible toilets, which prevented one EWD from sharing an office with her team ([1187], p.P-29). The new building have, however, rectified this situation, according to one co-worker. This previous company building also had inadequate parking for PWDs ([1188], p.P-29). In the past, one EWD had to commute between company buildings and were unable to be accommodated with her bigger team due to this building being inadequately adapted ([1189], p.P-29). The company has, however, now moved the EWD's whole team into the new company head office and the whole team now occupies the same office space ([1190], p.P-29).

At another location, one EWD shares that the company made accessibility improvements prior to the appointment of another wheelchair employee ([1191], p.P-29). This EWD does relate, however, that the body corporate of this building were initially reluctant to allow her guide dog on company green spaces ([1192], p.P-30).

One company branch has a very difficult process for wheelchair access, according to a supervisor ([1193], p.P-30). This branch also has to cater for clients with mobility issues, and not necessary just staff ([1194], p.P-30). This branch's supervisor is unsure if wheelchair users can be accommodated throughout company, even at branch level ([1195], p.P-30).

5.3.2.2.3 *Outside training/event venues*

A co-worker mentions that it is only with outside functions that accessibility problems may arise (head office is fully accessible) ([1164], p.P-24). One outside training venue did not have wheelchair access and an alternative venue is now being sought to accommodate an EWD, according to a co-worker ([1165], p.P-24). Two co-workers judged that there may have been times that an EWD could not access a training venue, but the norm is that a suitable venue is arranged beforehand ([1166], p.P-24). One EWD says he has missed some training opportunities due to inaccessible training venues ([1167], p.P-25).

There is some frustration with inaccurate accessibility information from outside training/events venues, but not with the EWD requiring the access, according to a co-worker ([1168], p.P-25). Company training providers may also neglect to provide appropriate material for one EWD with blindness ([1169], p.P-25).

There was initial ignorance about ensuring that non-company venues are accessible for EWDs ([1163], p.P-24). Subsequent lessons and plans have ensured planning for more accessible venues. A co-worker also mentioned that the company was becoming more sensitive to ensuring accessibility in outside venues ([1213], p.P-33). One EWD says that the company now ensures that there is wheelchair access at outside venues ([1170], p.P-25). The team and the EWD ensure beforehand that outside function venues are accessible to wheelchairs, according to another EWD and also a co-worker ([1171], p.P-25). One supervisor of an EWD relates that he has made the effort to fetch EWDs with his personal car owing to inaccessible bus transport to an outside venue ([1212], p.P-33).

5.3.2.3 *Current systems/processes*

Some company systems are not geared towards persons with visual impairment ([1196], p.P-30). Reliance on visual presentation only is a problem for EWDs with visual impairment, according to one EWD ([1202], p.P-32). A change in the company's software system has reduced EWDs with blindness' ability to perform some job tasks, according to two EWDs ([1197], p.P-30). The new company software, that uses primarily visual cues, is inaccessible for EWDs (and accommodative software) ([1198], p.P-31). The EWD shares that he constantly has to ask the company support-staff for blind-friendly versions of training material ([1215], p.P-33). This also inhibits one EWD from access to company online training. The EWD feels that he's fighting a constant battle with company to improve systems accessibility for EWDs with visual impairment ([1201], p.P-32).

His supervisor experienced first-hand the inability of EWD to perform tasks due to system inaccessibility ([1199], p.P-31). This supervisor has to put additional time aside for assisting EWD due to inaccessible software systems and paper-based tasks ([1200], p.P-31). This supervisor feels that the company has to make its software systems more accessible for EWDs to be able to perform all their job tasks ([1205], p.P-32).

5.3.2.4 Accessibility planning

A HR manager relates that physical/accessibility audits are now standard practice when periodical company audits are performed ([1218], p.P-34). The company disability forum provided guidance on accessibility during the building and planning of the newer company building, according to a HR manager ([1219], p.P-34).

Some company systems were adapted based on EWD feedback, according to a co-worker ([1220], p.P-34). Another EWD's team ensured that building planners were aware of the accessibility needs of EWDs prior to moving to a new building, according to another co-worker ([1221], p.P-34). The company has a list of approved outside venues/suppliers that have accessible venues ([1222], p.P-34).

5.3.2.5 Suggestions to company on accessibility

Access should be ensured for events at non company venues. Meeting organisers must ensure that outside venues are accessible, according to one EWD ([1223], p.P-34). One co-worker cautions that planning and preparation is necessary before outside venues are considered ([1224], p.P-34). Another EWD says the company can offer more accessible training for a variety of disabilities at the company ([1225], p.P-34).

The company should consider that ensuring accessibility serves more than just their own EWDs. An EWD mentions that an inability to accommodate staff with disabilities will have a negative influence on service to clients with mobility problems ([1226], p.P-35). One HR participant feels that people should personalise accessibility planning and put themselves in an EWD's shoes ([1227], p.P-35).

Ensuring access also goes beyond environmental access. One supervisor mentions that an improvement in systems accessibility for EWDs with blindness would reduce the amount of time that a supervisor has to spend to help the EWD ([1228], p.P-35). One EWD with blindness suggests that co-workers should keep in mind that PowerPoint presentations should be supplemented with verbal explanations when a person with blindness is in the presentation ([1229], p.P-35).

Proper planning and accessibility audits for each geographical and work area and division within the company will guide realistic and achievable equity targets for PWDs ([1230], p.P-35). This was mentioned by two supervisors. Companies should always consider whether a new company premise would be accessible to EWDs before moving, according to one EWD ([1231], p.P-36).

5.3.3 Accommodations for PWDs

The accommodation request process by EWDs is handled through their direct manager ([1232], p.P-36). The manager then verifies the request and obtain advice from HR, according to a HR manager. The types, reactions to and suggestions with regards to accommodating EWDs are presented in the following section.

5.3.3.1 Types of accommodations made by company

Minor accessibility accommodations have been made by the company. A co-worker describes that an accommodation was made for her colleague in the form of organising an accessible training venue ([1233],

p.P-36). She describes that only minor access accommodations were necessary for a newly appointed EWD with mobility impairment ([1234], p.P-36). Another co-worker also describes a minor accommodation that had to be made by colleagues of an EWD by moving kitchen supplies to a lower drawer ([1235], p.P-36).

One co-worker describes that an EWD received a special sick leave accommodation from the company ([1236], p.P-36). The EWD ([1237], p.P-36) and co-worker ([1238], p.P-36) also described a second sick leave accommodation that was made for her colleague with a disability. The co-worker did mention that her colleague with a disability had to catch up on missed work due to illness, but that she excelled despite this challenge ([1240], p.P-37). The EWD still maintained her productivity and there was no disruption in her current team's productivity ([1239], p.P-37). This EWD's supervisor praises the company for providing extended sick leave and temporary assistance accommodation to an EWD ([1243], p.P-37). She describes that she championed for the EWD to receive extended sick leave accommodation from the company ([1244], p.P-37). One supervisor remarked that the company had been very supportive and accommodating towards an EWD recovering from disability-related ill health ([1278], p.P-43).

According to a supervisor, with the correct motivation and procedure, a temporary disability accommodation can also be granted to an EWD with illness ([1245], p.P-37). The company disability fund then provides financial support to the EWD during this period. The company does allow some flexibility in the medical management of employees ([1247], p.P-38). The level and skills of the employee are taken into account, as well as alternative accommodations that can be made to maintain productivity. For example, the normal temporary disability procedure was not followed for one EWD, who rather received an accommodation and was not put onto temporary disability ([1246], p.P-38).

Telecommuting and flexi-time accommodations have also been made at the company. A second medical-related absence from work by an EWD was accommodated through providing the means to the employee to telecommute ([1241], p.P-37). The EWD confirms that she arranged accommodation in the form of a laptop and telecommuting to continue with her work from home ([1242], p.P-37). Another EWD was allowed flexible working hours by his supervisor to accommodate his medical regime and health recovery ([1250], p.P-39). This EWD was also accommodated with the option of telecommuting when he was unable to come into work for a given reason ([1251], p.P-39).

A supervisor describes one instance where he guided an EWD on company support and financial aid in obtaining a mobility device ([1248], p.P-38). The supervisor and EWD approached HR and they negotiated a discount on a new wheelchair for the EWD. The company arranged a discount for the EWD to purchase the wheelchair through his company-assisted medical aid, according to one supervisor ([1249], p.P-38).

Job task reassignment within a team is another type of accommodation made by the company. One supervisor has to accommodate an EWD by providing help with certain job tasks ([1252], p.P-39). She does, however, highlight that he is very capable in the tasks that he is able to perform independently.

The company has made equipment and software accommodations for EWDs ([1203], p.P-32). One EWD mentioned receiving an equipment accommodation from the company ([1253], p.P-39). Another

supervisor is aware that their EWD has requested the company to change inaccessible software systems and that the company is investigating making the systems more accessible ([1204], p.P-32). Another EWD also received a software accommodation ([1255], p.P-40). One EWD's manager was proactive in suggesting and arranging an equipment and tele-commuting accommodation while she recovers from a health issue ([1268], p.P-42).

Another EWD was initially sceptical regarding whether she could convince the company that she needed an equipment accommodation ([1270], p.P-42). She asked a friend for help in writing a memo to the company to request the accommodation. She was unsure on how to approach her manager with the accommodation request ([1271], p.P-42). She feels that EWDs must educate and inform a company about their accommodation needs. This EWD actually received her requested equipment accommodation through an external sponsor ([1272], p.P-42). The company did not have to provide the accommodation. Her manager took the time to thank the other company for sponsoring an equipment aid for his EWD ([1273], p.P-42).

One EWD was given a job change accommodation to another division in the company. A HR participant shared that they couldn't cope with an EWD in their team due to her inability to share accommodation needs, but also poor performance ([1254], p.P-39). A job change accommodation was made for this EWD.

5.3.3.2 *Reactions to accommodations for EWDs*

Many participants were positive about accommodations made for EWDs. A co-worker shares that there is no resentment on, or even much cognisance of, accommodations made for EWDs ([1256], p.P-40). Another says accommodating an EWD is not the problem ([1257], p.P-40). One supervisor of an EWD does not feel that efforts to make accommodation are particularly tedious ([1258], p.P-40). Another co-worker feels that the company would and should provide an accommodation for any good employee that becomes ill ([1266], p.P-42). An HR manager states that the company does not want an EWD to take disability benefit (or be declared medically unfit), except as a last resort ([1267], p.P-42).

Accommodating an EWD in a working team and assisting with some job tasks is not a burden or inconvenience, according to a co-worker and supervisor ([1259], p.P-40). The co-worker says accommodating and helping colleagues is a normal occurrence in their working team. Also, some flexi-time and telecommuting accommodations that were made for an EWD were made for the entire team ([1260], p.P-40). Another supervisor describes that her working team is quite willing to assist an EWD with job tasks that he cannot perform ([1261], p.P-41). She does not feel that he receives special treatment, only a necessary accommodation. A third supervisor describes that small accommodations made by team members for an EWD are a normal part of team functioning ([1262], p.P-41).

One EWD's colleague raised concern with the company on inappropriate environment access (too steep ramp) ([1217], p.P-34). The EWD is reluctant to ask for costly environmental accommodation ([1216], p.P-33). Some of her co-workers, though, contacted the company and complained about an inaccessible environment. The participant did not request the accommodation as such and has not had an update on the co-workers' request to the company to make a structural accommodation.

An EWD that provides no feedback on required accommodations makes it very difficult for the rest of the working team and negatively affects productivity ([1264], p.P-41). The HR manager describes how an EWD in his section had problems performing her job tasks ([1263], p.P-41). The team expected the EWD to be forthright and provide guidance about the accommodations that was needed to perform her job, but the EWD provided no feedback. It was unexpected that an EWD in the HR team provided no feedback on necessary accommodation ([1265], p.P-42), according to participant 13:

R: So we couldn't cope with her basically. And we realised that actually it was a preconceived idea that we just get the information that easy (sic). We never even thought of, has she been socialised around how the work environment is? You know? Are there any issues around whether she feels comfortable to talk to anyone? We just didn't know.

EWDs interviewed were also mostly happy with the accommodation efforts by the company. One EWD shares that she was always accommodated by the company ([1269], p.P-42). A second EWD is very happy about the accommodations provided by the company ([1274], p.P-43). A third EWD is happy that he does not require any further assistance from the company to be a productive employee ([1275], p.P-43). He feels that the company has effective structures and support for EWDs ([1276], p.P-43). The company also seems to retain the EWDs in the participant's immediate environment ([1277], p.P-43).

One EWD has, however, repeatedly requested a more blind-friendly software system from the company ([1279], p.P-43). The company does not seem to have prioritised this request. Participant 17 feels aggrieved that persons with blindness are not a priority to the company ([1280], p.P-43). It seems to him as if some disability types are preferred and accommodated, while others are not:

I: So you think there is a greater focus on employing mobility-impaired individuals compared to other disabilities?

R: Yes, definitely. And it's, I think that's the big drawback why we cannot get promotion or for them to employ from outside.

I: We, as in persons with blindness?

R: Yes...We were talking the other day, blind people are at the bottom of the pecking order when it comes to employment because of what I've mentioned before - reasonable accommodation and adaptation.

5.3.3.3 *Suggestions on accommodations*

The HR manager suggests a mind shift on accommodation must occur. It should not be seen an unwanted task to 'accommodate' PWDs, but rather something that one wants to do to embrace an individual ([1282], p.P-44).

Additional assistance may prove a valuable accommodation to some EWDs in the company, according to one supervisor ([1283], p.P-44). A suggestion of having a buddy system where an admin member helps an EWD with job tasks would be ideal, but probably not practical ([1284], p.P-44).

One EWD suggests that a continual feedback system both from the company and EWDs themselves would improve accommodation processes and disability policy at the company ([1285], p.P-44). He suggests that EWDs also take responsibility in providing feedback to the company on their accommodation needs ([1286], p.P-44). He feels that the company should strive to accommodate all PWDs, but PWDs, in turn, should provide enough feedback to the company to improve their systems and access for EWDs ([1281], p.P-43).

5.3.4 Advancement of EWDs in the company

Numerous opportunities and barriers for career advancement of EWDs are discussed in this section. Suggestions on advancement of EWDs conclude the section.

5.3.4.1 *Opportunities and barriers for EWD advancement*

Advancement for persons with visual impairment seems limited in the company. One EWD (participant 11) feels that she has more to offer the company than her current job ([1292], p.P-45). She is, however, unsure whether the company type is limiting her chances of an alternative career due to the strong focus on visual tasks. This EWD has no opportunities to advance in her current line of work at her current location ([1293], p.P-45). She feels that her disability type makes it difficult to be employed in a variety of jobs within this company ([1294], p.P-45). The lack of advancement potential is frustrating for her ([1295], p.P-45). Another EWD feels that he has perhaps reached the limit of his achievements at the company ([1296], p.P-46). Even additional management qualifications that he achieved would probably not translate into practice. This is due to the company processes that are not geared to support him in further career advancements. This EWD shares that it appears that the company has more opportunities available for persons with mobility impairment and those without a disability than those with visual impairment ([1297], p.P-46).

Inflexible job descriptions and system inaccessibility also limit advancement for certain EWDs. A supervisor mentioned that company system inaccessibility was also limiting the job performances and career prospects of some EWDs ([1301], p.P-46). A supervisor cautions that an EWD that requires too much support to perform his current job may be disadvantaged when it comes to advancement ([1298], p.P-46). The standard performance evaluation for one EWD does not take into account non-standard tasks that he performs to compensate for some standard job tasks that he is unable to perform, according to one supervisor ([1299], p.P-46). Some EWDs receives a default performance evaluation due to their inability to perform a traditional job description ([1317], p.P-49). This, according to a direct manager, combats poor performance ratings for EWDs. The argument can, however, be made that it also negatively affects advancement chances.

In contrast to the above paragraphs, other participants interviewed felt that EWDs could advance in the company. One co-worker of EWDs foresees advancement opportunities for EWDs in the company ([1302], p.P-47). She also thinks that an EWD's determination and own planning will help with career development. One EWD hopes that there are opportunities for advancement based on dedication and good performance ([1303], p.P-47). She feels that the company is doing well in terms of engaging EWDs. She (participant 8)

also feels there are ample opportunities for advancement once you are recruited into the company and apply yourself ([1304], p.P-47):

R: Oh, absolutely. Ja. You know, just for me it's getting a foot in the door and after that you can pretty much branch out and make it happen for yourself. But I think in terms of [Company name], I think we're really doing a great job. You know? I mean compared to the other companies and what they've achieved, I think we're one of the top. I'm not sure, I've got to confirm that. But, you know, there's a pro-activeness in actually wanting to do better for people with disabilities. And also whatever else targets we need to achieve, you know?

A diversity of job titles and accessible environments facilitates the career mobility of EWDs. One supervisor feels that EWDs have opportunities to advance in the company, but that disability type may play a role in determining the type and level of advancement ([1305], p.P-47). Another supervisor feels that there are ample opportunities for EWDs to advance in the company ([1306], p.P-47). The company does not dictate that certain disability types can only perform specific job titles ([1307], p.P-47). They still afford dedicated EWDs opportunities for advancement in a variety of job titles, according to a HR manager.

5.3.4.2 Career planning and management

Career development remains available for all employees, including EWDs, according to two supervisors ([1300], p.P-46). The company offers traditional study bursaries and internal training for career advancement to all employees, according to a supervisor and one EWD ([1287], p.P-44). The company also has a career development programme for each employee, according to one EWD ([1288], p.P-45). This programme highlights training that the employee must complete. Career planning with employees involves individual goal setting, identifying training opportunities and career support by managers, according to one supervisor and his EWD ([1308], p.P-48).

Some managers discussed career plans with their EWDs. One supervisor discussed the career planning and performance evaluation process in the company ([1314], p.P-49). His EWD gave some indication of his education plans. This has not translated into action yet, but is on his career planning horizon. The manager says he gives support and guidance on reaching career goals. Another manager encouraged and mentored an EWD to plan for further education and career aspirations ([1315], p.P-49). She also provided feedback on realistic planning for the EWD. One EWD sees his current job as a stepping stone to further advancement and other job titles within his division and confirms that he has done career planning with the company ([1316], p.P-49).

Even though the company has career planning in place, it's not always being translated in concrete goals and planning ([1309], p.P-48). There is a lack of communication on opportunities available to EWDs, according to two EWDs ([1309], p.P-48). One EWD indicated that she wants to further his studies, but his manager indicated that this could not happen immediately. She hopes that good performance and dedication will lead to future advancement in the company ([1312], p.P-48). She also says she does not have a clear understanding or plan in place on how to further her career ([1311], p.P-48). One co-worker explains that there is no set career path at set out for any employees at time of appointment in the company ([1310], p.P-

48). Another EWD's (participant 11) attempts to gather information from the company on possible different career paths have been unsuccessful ([1313], p.P-48):

R: There would be also, I know [Company name] has a professional counselling system which I would also be interested to do, but I one day phoned them in order to try and find out how, what can I do to to become involved there, and the person that answered the phone she was so rude, you know? She was actually a psychologist, but she was like saying to me, "You can't phone me if you're on switchboard, because uhm...", you know? But I just really wanted to know, because there was no e-mail address contact for her. I just wanted to know how can I get involved actually, to actually help them. Because I believe I'm a kind of person that can motivate people. I make a difference. I inspire people wherever I go. That's been told to me by friends and colleagues as well. So I was so disappointed, because I really wanted to move out of my comfort zone...

Some company training courses are also not accessible to EWDs ([1289], p.P-45). Two EWDs mentioned that a lack of accessibility can lead to limitations on training and future advancement. One of these EWDs did complete a management course in the company, but there seems to be no opportunities for him to advance into management at the company ([1290], p.P-45).

5.3.4.3 Suggestions on advancement

The company can inform EWDs more on accessible training opportunities available by using more than just website structures, which may be inaccessible to begin with ([1318], p.P-49). This EWD suggests that the company can inform EWDs more about training courses that are available for career advancement ([1291], p.P-45).

Sensitisation and education of colleagues and management is needed to improve the chances of EWDs being advanced in the company ([1319], p.P-50). One EWD, however, feels that her advancement will and should be based on her qualifications and performance, as with any other employee ([1320], p.P-50). Any other motivation will only undermine her position and respect in the company.

5.3.5 Employment experiences with and of EWDs

Company culture, the experience of managing EWDs, as well as EWD experiences and performance are related in this section.

5.3.5.1 Company culture and co-worker relationships

One HR manager (participant 13) relates that a truly integrated company moves from accommodating people in an existing culture, to actually changing the prevailing culture to embracing diversity ([1452], p.P-74):

R: But secondly, though, it's an important point that says, at some point in the future we need to get to the level where we talk about not accommodating people with disabilities. Because it sounds like there's something wrong with their world and everything right with our world. We need to accommodate them in our world...We must understand that the organisation might need to change in order to make everybody feel at home within the organisation. So it's not only about making sure

that we make your life much easier under the circumstances, where you need to fit into another world. It's about making sure that you remove everybody else. There is a mutually agreeable treating and accommodative treating that all of us can come to work in.

The general company culture, co-worker relationships and suggestions on improving the culture for EWD integration will now be related.

5.3.5.1.1 *General company culture*

There is not a huge focus on PWD employment at the company, according to one co-worker ([1070], p.P-9). One supervisor is unsure if disability is a priority for the top management at the company ([1071], p.P-9). A co-worker also doesn't feel that disability is a priority at the company ([1072], p.P-9). An EWD feels that there is a certain quota mentality on PWD employment ([1073], p.P-9). Another EWD (participant 17) feels that equity for race and gender is the major focus at the company and that disability is not ([1074], p.P-9):

I: ...you were saying that, in terms of educating even the higher structure.

R: Let's be honest. Even somebody else said this one day, employment equity is one thing but [Company name] is not the only one who is guilty. They push the numbers to employ black people, but they are not worried about the other designated groups of disability. Disability seems to take a back seat. I don't care what they say, but that's just truth.

In contrast, other participants are satisfied that the company is doing all it can to recruit and help EWDs to be productive employees ([1075], p.P-9). One supervisor is proud of the company's values and commitment to employees ([1076], p.P-9). One EWD feels very proud that the company is engaging EWDs and targeting PWD employment ([1077], p.P-10). One supervisor remarks that she's seen an increase in EWDs at the company, which reflects their commitment to PWDs ([1078], p.P-10). The HR manager says that the top executives in the company are committed to transformation ([1079], p.P-10). The company wants to maintain its leading position in transformation, including disability, and being an employer of choice for diversity ([1080], p.P-10). There seems to be an affinity for the company due to its caring image for customers with disabilities, according to the HR manager ([1083], p.P-11). Another manager feels that disability, as an equal opportunity appointment, is a priority for the company ([1084], p.P-11).

The company reports also reflect a sense of commitment to diversity and transformation ([1081], p.P-11). "Since then, transformation has been an essential part of the [company]'s strategy...As we extend our market reach, we grow, and as we reach a wider market and more diverse clients, having a representative diverse workforce helps us to serve our clients' needs." They "aim to be a total disability competent organisation", to "create awareness of the contributions PWDs can make" and to "encourage [the company] to fully use the skills of PWDs".

The culture towards EWDs is also becoming more receptive, according to two EWDs ([1433], p.P-70) & ([1436], p.P-71). This is attributed to more interactions with and exposure to EWDs in the company ([1434], p.P-70), as well as declaration and awareness campaigns in the recent past ([1435], p.P-71). One co-

worker and an EWD describes the company culture at head office as receptive and helpful ([1430], p.P-70). One HR manager also feels that there's a caring culture in the company ([1431], p.P-70). The caring culture within the company is highlighted by the willingness of employees to contribute to an internal hardship fund, according to the HR manager ([1432], p.P-70). The company has a receptive culture geared to accommodate diversity, according to the participant ([1433], p.P-70). One supervisor also relates that his staff have good values and a solid work-life balance ([1450], p.P-74). He prides himself on the fact that their unit has great diversity in staff, which contributes to integrating EWDs ([1451], p.P-74).

There appears to be a very receptive culture towards EWDs in their immediate working teams. Even though one EWD does not feel that the company has a prevailing receptive culture towards EWDs, he confirms that his immediate team is very receptive and helpful ([1419], p.P-68). He says he is fortunate to be based at a branch with a receptive and helpful culture ([1420], p.P-68). One supervisor confirms a good culture in their team and that there are no reports of unhappiness from colleagues on the accommodations afforded to the EWD in their team ([1421], p.P-68). Another supervisor confirms that her team has a receptive and helpful culture towards their EWD ([1422], p.P-68). Another two EWDs never found a resistant culture in their working groups ([1423], p.P-69).

Co-workers of PWDs also exhibit willingness to interact with and assist EWDs. One co-worker describes that her team is willing and attuned to helping their EWD with some physical tasks ([1418], p.P-68). Another co-worker reports as good a relationship with her colleague with a disability as with other colleagues ([1414], p.P-67). One EWD relates that she has a comfortable and good relationship with her co-workers ([1415], p.P-67), and another indicates that it was her colleagues who raised some accessibility issues with the company ([1416], p.P-67). Another EWD also mentioned that it was a co-worker who raised some inaccessibility issues with the company on his behalf ([1417], p.P-67).

Positive EWD characteristics facilitated the development of a receptive culture in working teams that included EWDs. The capabilities of EWDs in their teams augment their acceptance and integration into the team, according to one co-worker ([1444], p.P-72). One EWD imagines that his team may have had some reservations about his abilities prior to his appointment ([1445], p.P-73). He thinks he dispelled any fears by proving his capabilities. A positive attitude and good performances of the EWDs in her team has facilitated their acceptance into the team, according to a co-worker ([1446], p.P-73). Capable and positive EWDs enhance the employment chances for other PWDs, whereas negative and incapable EWDs would inhibit other EWD chances ([1447], p.P-73). Good performances by EWDs facilitate a more receptive culture at a company ([1449], p.P-73). One HR participant relates that a working team even became more dedicated due to the positive example that was set by the EWDs in the unit.

Despite the majority of participants indicating positive team cultures, a few reported negative team experiences. One EWD relates an example of an unwilling and unhelpful team of another EWD at another location ([1424], p.P-69). Another EWD experienced some co-worker discomfort at the company, but this was in the minority ([1425], p.P-69). She feels that EWDs sometimes have to, and can, prove their competence to colleagues ([1426], p.P-69). A third EWD feels that he sometimes has to work harder than able-bodied colleagues to progress in the company ([1427], p.P-69). He does take it upon himself, though, to

educate colleagues on his needs ([1428], p.P-69). One EWD said that she had adapted to the fact that some people were uncomfortable with her disability ([1429], p.P-69). She has focused her socialising efforts on receptive colleagues and has made many friends in the work setting.

A prevailing ignorance on the abilities and discomfort with interacting with PWDs may also still be present in the company in general due to limited exposure to EWDs, according to one co-worker ([1438], p.P-71). One HR manager feels that the company culture is caring towards minorities, but that a lack of representation of EWDs at all levels inhibits general acceptance ([1437], p.P-71). One EWD disagrees that there is a receptive culture at the company ([1439], p.P-72). He feels that the company portrays a more positive image than is the case. There is some discomfort on how to relate to EWDs in the company, according to one supervisor ([1440], p.P-72). The stigma that all disability equal intellectual impairment is still prevalent, according to one EWD ([1441], p.P-72). He/she also feels that some PWDs themselves have contributed to being viewed as disabled.

Sensitisation to disability can address a reluctant culture. One co-worker describes how a sensitisation workshop highlighted some of her own ignorance, and adds that all offers of help aren't necessarily welcomed by PWDs ([1453], p.P-74). Preparation of a team by HR may be necessary to sensitise them on the type of disability and needs of the new EWD, according to one supervisor ([1454], p.P-74). One HR manager feels that sensitisation training for teams receiving an EWD is necessary ([1455], p.P-75). EWDs can give feedback on their employment experience to inform the general culture, according to one co-worker ([1456], p.P-75).

One EWD alludes to the idea that HR should be sensitised and informed of PWD rights and issues to ensure future success of EWDs ([1563], p.P-92). HR should also be sensitised to the differences in the needs of EWDs from able-bodied workers ([1564], p.P-92). More HR line managers with a sensitisation and understanding of disability will promote integration of PWDs into the company, according to a HR participant ([1565], p.P-92). One supervisor suggests that sensitisation workshops presented by PWDs themselves must also be available to HR personnel ([1566], p.P-92).

Management should openly support and communicate their commitment to PWD employment across the company ([1457], p.P-75). Top management buy-in is necessary to change the company culture to more sensitive and informed about EWDs ([1458], p.P-75). One EWD feels that the company management does support EWDs ([1442], p.P-72). Initiatives to recruit PWDs is also indicative of their commitment to PWD employment. The company was also very supportive when one EWD's guide dog passed away ([1443], p.P-72).

5.3.5.2 Management of EWDs

Supervisor relationships, managing principles, as well as preparation and challenges in managing EWDs are related in this section.

Managers interviewed all reported very positive relationships with their EWDs. One supervisor describes a very reciprocal relationship with an EWD that she's managing ([1096], p.P-13). Another EWD's direct manager relates that he has a very good and open relationship with his EWD ([1097], p.P-13). A third

supervisor maintains that she has a good working relationship with her EWD and that she doesn't mind accommodating him with her assistance ([1098], p.P-13). One supervisor has gone beyond just being a supervisor, but has become a mentor and friend to one EWD ([1099], p.P-13). The same manager (participant 10) reports that her relationship with her EWD was so close that she could pick up on the EWD's body language that she had a medical problem ([1100], p.P-14):

R: She just has a few differences. And you've got to be aware. You constantly have to be aware. When she started becoming ill, I could smell that there was something not right. Now it's terrible to say that, but that's the type of awareness that you have to be aware of. And I could see in her eyes, in her face, she wouldn't say anything, obviously very proud and all of that, and I constantly said, "Are you ok? You don't look well. What's the problem? Are you unhappy in the job? Is it personal? What, what, what?" Carried on, not antagonising or whatever, but just pursuing it in a nice, caring way to where you are. What is the problem. And eventually she had to have another operation.

The company has clear guidelines and values on managing all employees. A supervisor confirms that there is a policy document on managing all employees at the company ([1101], p.P-14). Company values dictate respectful and personal management of staff ([1102], p.P-14). One supervisor feels that if this is taken to heart, the management of EWDs become straightforward. Managing EWDs does not, however, form part of a supervisor's own performance evaluation ([1103], p.P-14).

General management principles apply to all employees, including EWDs, according to managers interviewed. Apart from the additional assistance that one manager had to give to her EWD, she feels that managing an EWD is the same as managing any other employee ([1104], p.P-14). Another supervisor also feels that there is no difference in managing an EWD and another employee ([1105], p.P-14). A third supervisor believes that most general management principles apply to all employees, irrespective of disability or not ([1106], p.P-14). Constant management and an effective feedback system throughout the year can also facilitate management of all employees, according to one supervisor (participant 5) ([1113], p.P-16):

R: Look, I think I've got a fairly good relationship with the transaction managers, the individuals on my team. I think I've got an open-desk policy in terms of, you know, we're always, are always, we always try to...if there's a matter to be resolved we address the matter to be resolved. Not at a given point in the calendar that exists, you know, when you do performance evaluations. We address the matters there and then. So there's no surprises when it comes to performance evaluation. I think we obviously have a good relationship. I think we have a good working relationship that contributes towards that. We understand each other very clearly. We're precise and respect amongst both individuals. You know, the accountability issues. Him being accountable for his responsibilities and myself being accountable for my responsibilities that I have. So we both, I think we both have that mutual respect for one another. I think that's probably key as well.

Some unique management strategies can, however, facilitate EWD management. One supervisor describes that one has to focus on an EWD's abilities and capabilities and not on their disability ([1108], p.P-15). Dialogue with an EWD provides the best feedback on their capabilities. The same supervisor relates that cognisance should be taken that EWDs can be offered help, but one should let the EWD guide you on whether help is welcome ([1109], p.P-15). One supervisor also adopted a strategy to move physically down to the level of her EWD ([1110], p.P-15). She feels that that is part of improving her management skills. One manager mentions that some flexibility may be necessary in managing and accommodating an EWD ([1107], p.P-15). A workable arrangement has to be established when an EWD has some limitation on performing job tasks, according to one participant ([1111], p.P-15). A level of comfort and trust between a supervisor and EWD is central to successfully managing an EWD ([1112], p.P-15). Motivation of an EWD can also form part of managing them ([1114], p.P-16).

Some challenges with managing an EWD were also mentioned by participants. One supervisor describes that a prolonged medical problem for her EWD caused some stress on whether the company would retain the EWD ([1120], p.P-17). For another supervisor, managing an EWD has increased her workload ([1121], p.P-17). She has to assist him in completing sight-dependent tasks. This supervisor relates that her EWD receives a default performance rating due to his inability to perform all relevant job tasks ([1122], p.P-17). She also mentions that her EWD does, at times, not provide clear feedback on job tasks. She ascribes this to the novelty of the instruction and her appointment ([1123], p.P-17).

Managers at the company have not received disability-specific management training. One supervisor has improved his general leadership skills through a company leadership programme ([1115], p.P-16). He has not had training specifically on managing an EWD, but still had a very good experience in managing an EWD ([1116], p.P-16). Another supervisor describes that she had no sensitisation from the company on managing an EWD, but that actual interaction and interest has sensitised her ([1117], p.P-16). She increased her knowledge on disability through direct questioning of her EWD, after an initial adaptation period ([1119], p.P-17). Another supervisor also never received sensitisation training on managing an EWD ([1118], p.P-16). She feels it would be unnecessary, due to a high level of direct interaction.

5.3.5.3 *Current job orientation of EWDs & relationships with their managers*

Two of the EWDs interviewed were satisfied with their jobs. The first EWD enjoys her job, especially the diversity of tasks ([1459], p.P-76). She is grateful for the opportunities afforded by the company. She wants to remain at the company in the future ([1460], p.P-76). The participant is very satisfied with her more flexible working arrangement and good relationship with her manager ([1461], p.P-76). She also feels that she has plenty of opportunities to improve her position through further education. Another EWD is grateful for her job ([1462], p.P-76). The participant has a sense of satisfaction that she could prove to people that a blind person can operate a computer effectively ([1464], p.P-76).

Some job frustrations were also reported by EWDs. One EWD, despite being satisfied with her job, does sometimes get frustrated with remaining in the same job ([1463], p.P-76). She is based in an office building that is far from amenities. Due to her blindness and dependence on walking to places, this makes

her employment experience challenging ([1465], p.P-76). Another EWD experiences frustration with his job due to an inability to complete all his job tasks because of an inaccessible company software system ([1466], p.P-76). He is dependent on a sighted colleagues to help him perform some of his job tasks ([1467], p.P-76).

All EWDs interviewed confirmed good relationships with their managers. One EWD relates that he/she has a very supportive and pro-active supervisor ([1468], p.P-77). The same EWD relates that both her managers are very caring and both have actively gained knowledge on managing EWDs ([1469], p.P-77). Two other EWDs confirm that their supervisors treat them the same as any other colleague ([1470], p.P-77). Sharing his minimal needs and educating his manager on disability was a natural part of one EWD's relationship with his manager ([1471], p.P-78). Another EWD also confirmed a good relationship with his manager ([1472], p.P-78).

5.3.5.4 EWD interactions with clients

A HR manager thinks it is imperative for diverse client needs to also have staff with the same needs ([1124], p.P-17). Having EWDs in the company serves to affirm equal opportunities for all ([1125], p.P-18). EWDs provide insight and feedback on services and challenges for clients with disabilities, according to participant 13 ([1124], p.P-17):

R: You want to take the argument further? Who knows where the disabled people [frequent] better than the disabled people themselves? So there's a business slant to it. You know, if you do employ a diverse workforce you lead me to your ability and your capability of accessing different markets. And therefore it's not about a "feel sorry" type of approach, we don't...

I: So you mean it makes business sense to actually....

R: It makes business sense...that you have a diverse workforce. So be it white, black, pink people, women, men, disabled people, differently abled people - whatever you want to call it...it makes business sense that you actually have a diverse workforce. So there's an interest, a business interest that we need to have people with disabilities in the business.

Participants feel that clients of the company would not mind interacting with an EWD. One HR manager also does not foresee problems with EWDs interacting directly with clients ([1126], p.P-18). Another supervisor reports that most clients are comfortable working with an EWD with blindness ([1127], p.P-18). Due to the smaller nature of some locations with an EWD, most clients are already aware of an EWD at the location.

The presence of a guide dog may inhibit or facilitate client interaction for EWDs. Some explanation to clients on the presence of an EWD's guide dog may be necessary to pacify any fears of dogs and facilitate the interaction between client and EWD, according to one supervisor ([1128], p.P-18). There are, however, very limited examples of an alternative staff member that have to be arranged due to client reluctance to interact with an EWD ([1129], p.P-18). There has never been an instance where a client refused to be served by the one EWD with a guide dog, according to his supervisor ([1130], p.P-18). The presence of a guide dog even sometimes facilitates interaction between clients and the EWD ([1131], p.P-18).

5.3.5.5 *Dedication, productivity and performance of EWDs*

Colleagues of EWDs seem impressed by their abilities. One co-worker describes both her colleagues in wheelchairs as very capable and not in need of special treatment ([1132], p.P-19). Actual interaction has also impressed the supervisor of the resilient use of remaining abilities of an EWD ([1134], p.P-19). One supervisor confirms the abilities of an EWD are discovered through direct interaction and questioning ([1135], p.P-19). The physical abilities and independence of an EWD also impressed another supervisor ([1136], p.P-19). Another supervisor highlights that her EWD with blindness has great capabilities on job tasks that do not require sight ([1138], p.P-19). Another colleague (participant 15) expressed her admiration for an EWD's skills in handling her wheelchair and transport situation ([1133], p.P-19):

R: No. I'm amazed when I've...she's given me a lift to places. And she gets in the car, she gets out of her chair into the car. Then she has to take the wheels off. And then she throws the wheels at the back of the car. And then she folds this thing and then, whoosh! Then the chair goes in the back of the car. And then she takes it out again.

EWDs at the company are also very dedicated, it seems. One EWD is described by her supervisor as being perhaps even more dedicated than some able-bodied colleagues ([1139], p.P-20). She confirms the dedication and productivity of her EWD ([1140], p.P-20). A co-worker affirms that her colleague with a disability is very dedicated and will ensure arrival at work no matter what challenges she faces ([1141], p.P-20). She thinks this dedication is embedded in her personality, irrespective of the fact that she has a disability. Another supervisor mentions that EWDs in the company seem to be motivated to succeed to prove that they are capable ([1142], p.P-20). She mentions one example of an EWD that achieved even more than his job description would predict.

The job performances of EWDs were also rated highly by co-workers. One co-worker confirms that her colleague with a disability is just as productive as any other employee, with some minor exceptions where his disability inhibits his performance ([1145], p.P-20). Another co-worker describes that her colleagues with disabilities are willing and pro-active in performing their job tasks and that EWDs are just as productive as any other employees ([1146], p.P-20). One participant describes that her co-worker with a disability has no limitation on the performance of her job tasks, even when she is required to travel ([1156], p.P-22).

Managers also reported good job performances by EWDs. One HR manager relates that feedback on EWDs in the company has been very positive ([1143], p.P-20). He confirms that he has not received any negative feedback on the job performances of EWDs in the company ([1144], p.P-20). One supervisor describes his EWDs, but also job titles in the unit, as requiring high intelligence and motivation ([1137], p.P-19). He confirms that his EWD has the same work load and productivity as the rest of his team ([1155], p.P-22). An HR participant describes that one EWD in the company is one of the best performers in the company ([1151], p.P-22). One supervisor describes his EWD as a top performer ([1153], p.P-22). Another supervisor mentions that her EWD's good performance has been recognised by the company ([1154], p.P-22). The

exemplary performances by a group of EWDs in a division have even inspired able-bodied colleagues to improve their performances ([1152], p.P-22), according to participant 13:

R: Funny enough, you will find that actually - actually I must tell you this story. A colleague of mine, he was a HR manager where they got a group of people with disabilities. He says what actually changed there was the attitude of the people, the so-called not disabled people. Because he said that as soon as his group pitched, they were always on time. They were meticulous about their work. And they took their job serious (sic). And actually, it actually brought a positive thing in there within the... in the work environment. Because all of a sudden if a person was disabled, let's say someone with crutches, still have (sic) to take a taxi, like I have to take a taxi from the township and rock up. And they rock up on time. And I can walk faster than them.

Job performance can, however, be negatively affected when necessary accommodations are not provided/available. One HR participant relates poor performance by an EWD owing to her lack of feedback on necessary accommodations ([1147], p.P-21). This lack of feedback on necessary accommodation limited the productivity of one EWD ([1148], p.P-21). One EWD complains that systems inaccessibility is limiting his potential and productivity as an employee ([1149], p.P-21). A supervisor confirms that inaccessible company systems are limiting the productivity of her EWD ([1150], p.P-21). She does, however, describe him as very competent in the job tasks that he can perform. Another co-worker explains that an EWD may have some medical issues and need for accommodations, which may affect productivity ([1151], p.P-22). She does, however, feel the medically-related limitations and accommodations are not unique to EWDs only.

5.3.6 Initiatives by, and suggestions for, the company to enhance employment outcomes for PWDs

Nine different types of initiatives are discussed in the following section. Suggestions on improving the initiatives are also related, where applicable.

5.3.6.1 Financial aid initiatives

Bursaries, hardship funds and sponsorships were identified as financial aids available to EWDs.

The company has study bursaries available to all employees, according to an EWD ([1473], p.P-78). The HR manager confirms that the company sponsors a great number of bursaries ([1474], p.P-78). He suggests that bursaries for PWDs would also be a strategy to pursue in the future. The HR manager mentions that bursaries may be one strategy to engage with potential PWD recruits ([1475], p.P-78). The company is considering providing learners and students with disabilities with bursaries ([1476], p.P-78).

Special fund/s for hardship of employees are available at the company. The company has a hardship fund, which assisted one EWD with paying his excessive medical expenses, according to a co-worker ([1477], p.P-78). Another EWD also shares that a company fund/foundation has provided the financial assistance for an accommodation for him ([1478], p.P-78). One HR participant also confirmed that an internal company foundation, funded by employee contributions, has provided financial support for EWD

accommodations and equipment ([1479], p.P-79). One supervisor also mentioned a special fund that is supporting one EWD to obtain a new wheelchair ([1480], p.P-79).

The company has also offered sponsorships to PWDs. One EWD, a supervisor and two HR participants confirm that the company sponsors events for PWDs ([1481], p.P-79). The company BEE report for 2009 confirmed that they had a fund that, amongst other things, supports disability development ([1482], p.P-79). The company sponsors bus transport for students with disabilities at one university ([1483], p.P-79). The company has also provided financial sponsorship to a DPO, according to an EWD ([1484], p.P-79). One EWD, however, feels that the company sponsorship of PWD events is not representative of its commitment to EWDs themselves ([1485], p.P-79).

One supervisor (participant 10) suggests that some company funding for community projects can be directed internally for helping EWDs in the company ([1486], p.P-80):

I: ... tell me if that were to happen, if you were to give additional funds to her for make her transport easier, do you think that co-workers would accept that or would they feel aggrieved that there's special treatment?

R: You see, it's a very fine line. Good question. Very fine line. However we have a fund which is for excess hardship... with medical shortfalls and all of that. Somehow, and the other thing is that we also boast about our heroes program which is wonderful - staff members' involvement and they paid hospitals and they giving money to this or whatever the case may be. Now, it would be wonderful if we started up something in the heroes' program maybe. There might be someone here that's also disabled that comes up with a wonderful solution and says, hey, hold on, you know it could cost you a thousand rand or whatever. Share ideas. It doesn't have to be and share resources. It doesn't always have to come from money. But let's refocus some of that community awareness...Charity begins at home.

Another co-worker mentions that the company offers a crèche facility to employees with small children ([1487], p.P-80). She thinks supporting or subsidising EWDs to afford this expensive service may help. If EWDs are able to afford and place their children in the crèche on the company premises, then temporary lift outages and accessibility problems would be less stressful for EWDs with children ([1488], p.P-80).

5.3.6.2 Declaration and verification of disability drives

Two HR managers highlight that a good declaration campaign have increased their reported numbers of EWDs in the company ([1493], p.P-81). Declaration, and not new recruitment, have driven the increase in EWD numbers in the company ([1494], p.P-82). The company also had a recent declaration campaign ([1499], p.P-82). This was executed via the intranet. The company used a disability consulting agency to assist with the completed declaration drive ([1500], p.P-82). Previous declaration campaigns have focused on promoting that the company can assist an EWD if they declare, while the more recent campaign has focused

on the rights of the EWD if they declare ([1502], p.P-82). Another pending campaign on declaring disability will be promoted by the chief executive of the company ([1501], p.P-82).

Participants mentioned several advantages to declaration drives. The HR manager feels that a declaration drive reveals the type of disabilities in the company ([1489], p.P-81). Declaration, according to disability type, drives accommodation planning and management sensitisation. The benefits of declaration include informing on and managing accommodation needs of EWDs, according to one HR manager ([1490], p.P-81). Disclosure guides and ensures planning for accommodation of disability in annual budgets, according to another HR manager ([1491], p.P-81). One EWD feels that the declaration drive was successful in generating awareness and improve sensitisation in the company ([1492], p.P-81).

One EWD explains that declaration of disability is both positive and negative. Some people do not agree that declaration of disability is a good practice and that it perpetuates disability, rather than ability ([1505], p.P-83). This EWD describes that although declaring disability is a necessary management tool for a company, it can also have the effect of drawing unwanted attention for an EWD ([1503], p.P-83). With declaration, an EWD can receive the necessary accommodations ([1504], p.P-83). On the other hand, declaration highlights that EWDs are different and brings unwanted attention, according to participant 8:

R: So it's positive. But at the same time, you know, when you're declaring a disability you feel sort of isolated and you're in minority again and you, actually as a person with a disability, just want to be swept under the carpet, be forgotten about in the corner and just want to work. You know, and sometimes it's just brought to the fore all the time and it's just, you just want to get on with it.

The company, however, feels that declaration of disability does not affirm disability above ability, but rather acts as a management tool for optimising the employment experiences for EWDs ([1506], p.P-84). The HR managers stress that declaration campaigns have to be supplemented with the company's assurance that declaration will not have negative consequences for an employee, but rather cause positive changes ([1507], p.P-84).

The company is not yet satisfied that all EWDs are declaring their disability ([1495], p.P-82). One HR participant confirms that company verification of disabilities has not been a priority recently, but that HR should also focus on declaration and verification of hidden disabilities in the future ([1562], p.P-92). They have emphasised declaration above verification. Some disabilities remain hidden due to fears of victimisation, despite efforts to encourage disability, according to one EWD ([1496], p.P-82). One EWD observed that he/she's only aware of six EWDs that have declared their disability status ([1497], p.P-82). EWDs still remain reluctant to disclose their disability, according to a HR manager ([1498], p.P-82). One HR manager suggests that more communication on the rights of EWDs if they disclose will help future disclosure drives ([1611], p.P-100).

Declaration of disability has to be verified with the legal definition of disability for reporting purposes ([1508], p.P-84). Verification of disability is necessary to ensure that there is fair declarations and accommodations to those that really need it, according to a HR manager ([1509], p.P-84). The company BEE report of 2009 mentions an Employment Equity audit and verification of disability in the company ([1510],

p.P-84). The HR manager mentions that the company was assisted by a specialised, independent organisation to help verify their disability declarations ([1511], p.P-85). The independent organisation made contact with declared staff and ascertained whether the level of disability could be classified ([1512], p.P-85).

5.3.6.3 Disability desk

The company's BEE report of 2009 confirms that they have a disability desk in their Knowledge Centre ([1513], p.P-85). "The disability desk is a physical extension of the current electronic 'disability desk', which is on the [Company] intranet homepage. It is a hub of information and knowledge about different disabilities." The HR manager also confirms that the company has a disability desk ([1514], p.P-85).

The disability desk is set up as an information centre with equipment, software and products on display in support of PWDs. The disability desk was meant to inform all employees on possible accommodations and systems that PWDs may need and use ([1515], p.P-85). For example, one co-worker used the disability desk to assist a learner to attain a new wheelchair through the company hardship fund ([1516], p.P-85). She confirms that there was a disability desk that assisted with disability information dissemination ([1517], p.P-85).

The disability desk has not been a great success. The HR manager admits that it is not working quite as well as anticipated ([1514], p.P-85). One EWD is sceptical of the effectiveness of the disability desk. Another participant is unsure if the disability desk still exists ([1518], p.P-85). One EWD remarks that the version of the disability desk that helped with co-worker education on disability no longer exists ([1519], p.P-86). One EWD never made use of the disability desk ([1520], p.P-86).

Participants provided some suggestions on how to improve the disability desk. One EWD speculates whether an actual manned desk would have been more efficient ([1520], p.P-86) & ([1522], p.P-86). The HR manager relates that a manned disability desk would be more efficient ([1521], p.P-86). In contrast, another HR manager speculates that a virtual desk may prove more effective ([1523], p.P-86). This virtual information hub can have policy information and serve as induction on company systems, rather than a hands-on station to experience disability aids ([1524], p.P-86).

5.3.6.4 Disability forum

The forum is a consultative body ([1525], p.P-86). The forum has formal structure ([1526], p.P-86). The company confirmed the following in their 2009 BEE report ([1527], p.P-86): "The [Company] PWD Forum was re-constituted during the course of 2008 and is now fully functional to ensure that issues related to staff with disabilities receive the necessary attention in a formalised and consultative manner." The company gives the forum administrative support to ensure its proper functioning ([1530], p.P-87). The forum has bi-weekly or monthly meetings ([1536], p.P-88) & ([1535], p.P-88).

One supervisor confirms that the forum provides feedback and plans on disability issues ([1531], p.P-87). The forum has a guiding role in disability matters in the company ([1542], p.P-89). The forum is involved in equity and physical audits, as well as planning awareness raising and capacity workshop for

company employees ([1532], p.P-87). The forum is also consulted with the launch of new products and systems for staff and clients with disabilities ([1533], p.P-87). The disability forum was consulted during the building planning for a section of the head office building ([1534], p.P-87).

Members of the forum can be able-bodied or have a disability, according to the two HR managers and one EWD ([1538], p.P-88). There are ten permanent members in the disability forum. About half of the forum members have a disability, according to the HR manager ([1540], p.P-88). The company's transformation manual states that they have ([1528], p.P-87) provided representatives with disabilities with reasonable accommodation so that they can participate equitably, and that they have promoted the representation of employees with different disabilities in the forum. One EWD is, however, unsure whether there are any persons with non-obvious disabilities on the forum ([1539], p.P-88).

Members of the forum are either volunteers or nominated employees with an interest in disability matters, according to the two HR managers and one EWD ([1538], p.P-88). Forum members serve on a voluntarily basis and above and beyond their normal work portfolios, according to the HR manager ([1541], p.P-88). Forum members are dedicated and passionate about advancing the disability in the company, according to a HR manager ([1545], p.P-89).

Each company division/cluster has a representative on the forum ([1535], p.P-88). The members of the forum are elected as representatives of different clusters and they receive formal recognition for membership ([1543], p.P-89). There are members from HR, facilities management and group technology in the forum ([1544], p.P-89). They help inform of company systems and recruitment. The forum also has observer members. Different levels of management are also represented on the forum, according to one EWD and a HR manager ([1542], p.P-89). The disability forum has a representative on the employment equity forum ([1529], p.P-87) & ([1537], p.P-88).

One EWD interviewed confirmed that he was a member of the company disability forum ([1547], p.P-90). Another EWD interviewed is not involved with the disability forum. Her location away from head office and her set working hours makes involvement impossible ([1546], p.P-89). A third EWD is aware of the company disability forum, but he does not participate (he is also based at another location) ([1548], p.P-90).

Participants were asked about the success of the forum. The disability forum has been very positive in keeping disability matters on the agenda of the company, according to a HR manager. He describes the forum as a sounding board and advocate for disability matters ([1549], p.P-90). The PWD forum was a milestone for the integration of EWDs into the company, according to one EWD ([1550], p.P-90). Another HR manager confirms that the company's disability forum has contributed to good public relations ([1551], p.P-90). The disability forum creates awareness and positive pressure and feedback for change ([1552], p.P-90). One EWD, however, did not think that the forum was effective ([1548], p.P-90).

5.3.6.5 Graduate programme

There is one example of an EWD that was part of the graduate programme ([1553], p.P-90). One HR participant also suggested appointing PWDs into the graduate programme ([1559], p.P-91). One co-worker describes the graduate programme as a way to expose graduates to the industry ([1553], p.P-90). Persons on

this programme are temporarily employed. After completing the graduate programme, the participants may be offered a permanent position in the company ([1554], p.P-91).

The EWD that took part in the graduate programme is grateful to have obtained entry into the company through enrolling in the year-long graduate programme ([1555], p.P-91). The company ensured access and accommodated the EWD to complete the graduate programme ([1556], p.P-91). She explains that her good performance during the graduate programme resulted in her permanent appointment ([1557], p.P-91). The company was also very accommodating during a period of extended sick leave.

5.3.6.6 *Intranet and electronic communications*

One EWD mentioned that the company website also served as a platform for employees to ask questions about disability issues at the company ([1567], p.P-92). One supervisor confirms that the company has communicated via email about creating opportunities for EWDs in the company ([1568], p.P-92). One HR participant mentions that some internal, web-based sensitisation on disability has taken place at the company ([1569], p.P-92).

5.3.6.7 *Job/division targeting*

The company has targeted PWDs for certain positions in the company ([1570], p.P-93). Job targeting per disability type may increase PWD recruitment and opportunities in the company ([1571], p.P-93). A HR manager mentions that the company is considering more job targeting or target setting to increase PWD numbers for under-represented clusters ([1572], p.P-93). The company also wants to target and operationalise their PWD recruitment efforts towards clusters that are willing to increase their PWD numbers ([1573], p.P-93).

Job targeting is not, however, meant to confine all PWDs to certain jobs only, according to a HR participant. It is also not job reservation, but only serves as a planning tool for the company ([1571], p.P-93). One supervisor (participant 5) presents the dilemma of job targeting to increase PWD representation in the company versus forcing a PWD into pre-defined jobs and seeing them as a number and not an individual ([1574], p.P-94):

R: Sorry, you just mentioned the point in terms of and I just, it just {sighs} clicked in my head to say that, you know, you're saying particular skills and performing and some people might feel that they are suitable to that particular position. You know some people might not appreciate that, and getting numbers, and the [company] getting numbers ...look, I don't think when we're dealing with individuals, my view is when you're dealing with individuals it's not about getting numbers, because you're looking at people's values and it's individuals. It's not about numbers, it's people. You're dealing with people so it's not about numbers.

5.3.6.8 *Learnerships for PWDs*

The company does not currently have a disability learnership, but rather a quota for PWDs in standard learnerships ([1575], p.P-94). The company has provided learnerships for mostly entry level jobs, but also for graduates ([1576], p.P-94). The company does not, however, necessarily employ from its learnerships, but

does create a “pipeline” of potential candidates ([1580], p.P-95). One HR manager feels that offering learnerships for PWDs would be the best strategy to recruit greater numbers ([1587], p.P-96).

The company has used a third-party organisation to source learners with disabilities for a disability learnerships in the past ([1578], p.P-94). The HR manager estimates that about sixteen PWDs (with sensory disabilities) completed a company learnerships recently ([1579], p.P-94) & ([1577], p.P-94).

The previous learnerships for PWDs were not very successful. No PWDs that were part of the recent learnerships have, as yet, received a permanent job offer from the company ([1581], p.P-95). One co-worker (participant 15) commented that a previous disability learnership that was created for PWDs was a failure ([1582], p.P-95):

R: And I only know about that because I run one or two learnerships as well...is that the one that we had, that was specifically focused on people with disabilities, was a disaster...It was a total disaster, because, yes, the sensitisation didn't happen, people weren't put into meaningful roles. There is, no, I don't think any of those would be appointed permanently. And I might be talking out of turn, but I really know that, from an overall perspective, it wasn't done correctly.

The learnership process of PWDs must be refined. The HR manager confirms that the learnership programme must still be improved for PWDs ([1584], p.P-95). A lack of appropriate industry training and preparation in necessary skills in the industry seems to have limited the success of recent learnerships. A lack of improvement and planning will be a disservice to PWDs ([1585], p.P-95). One EWD comments that there are learnerships with no clear goals and career paths in mind ([1583], p.P-95). The company can define the learnership portfolio and roles more clearly in the future ([1586], p.P-96).

Participants had several other suggestions on how to improve learnership in order to integrate PWDs. One co-worker suggests that standard learnerships should also target PWDs, rather than having a PWD learnership ([1588], p.P-96). Learnerships must be geared towards actual employment goals and skills ([1589], p.P-96). Learnerships for PWDs must start with realistic and achievable employment goals. One HR participant supports the view that learnerships should be aligned to a future job requirements and that proper accommodation should be planned and ensured beforehand ([1590], p.P-96). A job coach for learners in the company may also provide a valuable outlet and education for EWDs to integrated into the wider company mould ([1591], p.P-97). Job coaching/mentoring for learners has been done by their direct supervisors in the past ([1592], p.P-97). One HR participant envisions that an independent employee (from a different team) should rather mentor/coach a learner.

5.3.6.9 Awareness raising and sensitisation training initiatives

There has been increased awareness raising on disability by the company-wide HR, according to one EWD ([1560], p.P-91). The company has a pending event on raising awareness on disability and declaration, according to one co-worker ([1596], p.P-98). The company also has current sensitisation workshops on disability ([1602], p.P-99).

There have been awareness raising initiatives in the company on disability. The company has done workshops with some HR and line managers on defining and understanding the broader definition of disability ([1561], p.P-91). Furthermore, there has been some awareness raising on different disability types through the company newsletter. The company BEE report of 2009 confirms that disability road shows were undertaken in the company ([1593], p.P-97). The company presented disability road shows to raise awareness and sensitise staff on disability, according to one EWD ([1594], p.P-97). He confirms that the company has sensitised on disability through national road shows. The company has also done capacity workshops on disability, as well as marketing to raise awareness, according to one HR participant ([1597], p.P-98).

There has also been disability sensitisation training in the company. One co-worker took part in a workshop with disability sensitisation ([1598], p.P-98). She was surprised at her own ignorance and scope for improvement. Past sensitisation workshops have targeted HR and line managers in one division ([1599], p.P-98). Some sensitisation may have taken place of employees in divisions that have targeted PWDs through learnerships ([1601], p.P-98). There have been some HR employees at the company that have participated in sensitisation workshops on PWDs ([1603], p.P-99). The company BEE report of 2009 also mentions that they have hosted a book launch of a PWD and some capacity building workshops ([1606], p.P-99). "These workshops were aimed at empowering transformation stakeholders, including line HR managers, within the business, to manage all aspects of disability at a consultative level". There has also been some sensitisation training by an outside consultant at the company in the past ([1604], p.P-99). One HR participant mentions that some internal, web-based sensitisation on disability has taken place at the company ([1605], p.P-99).

Not all employees at the company has, however, received sensitisation training on disability. One co-worker of an EWD has never received any sensitisation training on working with an EWD ([1607], p.P-99). Another co-worker is not aware of any general sensitisation training in the company ([1600], p.P-98). Two supervisors confirmed that they received no sensitisation from the company on managing an EWD ([1608], p.P-99). The supervisor of an EWD learned directly from the EWD on disability matters, and not through any company sensitisation ([1609], p.P-99).

Two EWDs also questioned the efficacy of awareness and sensitisation initiatives. One EWD questioned the efficacy of the disability road shows in raising awareness on different disability types ([1594], p.P-97). He is sceptical regarding whether the senior manager with a mobility impairment, who took part in the disability road shows, understood or raised insight into employees with other types of disabilities ([1595], p.P-97). Another EWD feels that some sensitisation training by consultants is misguided and too general ([1627], p.P-103). She relates that her manager has adopted a strategy to physically bend down to her level ([1628], p.P-103). She feels that this must have been related to her in some sensitisation training, but that it is unnecessary.

5.3.6.9.1 *Suggestions on awareness raising and sensitisation*

Awareness raising and sensitisation training must be continued and expanded at the company, according to one HR participant ([1619], p.P-101). The corporate environment must be sensitised with workshops on disability ([1620], p.P-102). Awareness raising can focus on employees and clients being better informed in general about PWDs ([1614], p.P-101). A co-worker stresses that overall sensitisation of both employees and clients is necessary to raise awareness of the value that an EWD may bring to an organisation ([1625], p.P-103).

Awareness raising should include education on different disability types, but also the uniqueness of each PWD. One EWD suggests that awareness raising and communication can improve in the company by informing employees of the different disability types and their needs that may differ from the norm ([1610], p.P-99). A co-worker suggests that cognisance should be taken of the diversity of disability and personality types of PWDs when dealing with any issues related to disability ([1616], p.P-101). Sensitisation training must sensitise all staff on disability, but also the diversity of EWDs ([1618], p.P-101).

Re-branding and personalising diversity training may be useful, according to one supervisor ([1621], p.P-102). Sensitisation training has to address some sensitive issues about the meaning of equity and disability, according to one EWD ([1623], p.P-102). The HR manager suggests the company should be made aware that if one does not employ PWDs, one cannot serve the needs of clients with disabilities ([1612], p.P-100). True sensitisation within companies would consider making the environment friendly and conducive to all employees ([1630], p.P-104). This may involve changing the way in which the business operates, and not just accommodating a person into an existing system. The company's top management can reiterate that EWDs are an asset and not a burden ([1614], p.P-101).

The best sensitisation is through actual interaction, according to one co-worker ([1617], p.P-101). Only through EWD representation at top level would the company management be sensitised and forced to deal with disability in the company, according to the HR manager ([1631], p.P-104). Top management should also be exposed to employee feedback and EWDs themselves to observe first-hand that EWDs are competent and contributing employees ([1632], p.P-104). Sensitisation should rather be guided by the individuals involved in the interaction. A supervisor can be guided by EWDs themselves on offers of help ([1638], p.P-105). Actual exposure to EWDs is the best way to alleviate the prevailing ignorance on EWDs and accommodations required in the company ([1629], p.P-104).

An outside agent may prove valuable in sensitisation training ([1626], p.P-103). Company HR may not have all the information to sensitise staff on disability issues. Another EWD also suggests sensitisation by a consultant/motivator with a disability through teaching employees to relax and be comfortable with EWDs ([1624], p.P-103). Staff members of a division expecting a new EWD may benefit from a short preparation session with a knowledgeable person on what to expect from the person with the disability ([1622], p.P-102).

Line managers should also be sensitised to managing EWDs, according to one EWD ([1633], p.P-104). Sensitisation and preparation of managers prior to an EWD's appointment in that team will facilitate

integration ([1634], p.P-105). Two supervisors suggest training for managers on managing, mentoring and coaching all their employees ([1635], p.P-105). Managers must be taught to be aware and observant with all their employees ([1636], p.P-105). Managers must be made aware of individual differences in all their EWDs ([1637], p.P-105). Managers must also be taught to recognise their employees' achievements ([1639], p.P-106). Having a category in managerial performance evaluations that recognises diversity management may help encourage managers to appoint PWDs ([1640], p.P-106).

5.3.7 Policy and guidelines on disability

The degree of impairment and limitation due to disability is considered in the company definition of disability ([1642], p.P-106). A HR manager explains that disability can only be classified at the workplace when it places a substantial limit on a person ([1641], p.P-106). One supervisor also defines disability as any prohibiting bodily limits that inhibit normal functioning ([1643], p.P-106).

The company has the following guidelines on transformation in their BEE report and transformation manual ([1644], p.P-106). "Transformation is seen as a strategic imperative and a business opportunity rather than a matter of legislative requirements. Employment equity "is not just about race and gender, it also looks to include measures to improve the representation of people with disabilities (PWDs). Targets are set for black people, women and people with disabilities." They will "target for 50% of all black employees to be women as well as targets for black people with disabilities." The also commit to "fully use the skills of PWDs". The HR manager affirms that their transformation policy includes PWDs and that it is effective and practical ([1648], p.P-107).

The HR manager is confident that their transformation policy is quite comprehensive, but admits there may be shortfalls ([1657], p.P-108). He affirms that their transformation policy includes PWDs and that it is effective and practical ([1658], p.P-108). One supervisor believes that disability transformation should form part of a bigger and united drive for transformation in general ([1659], p.P-109). An EWD confirms that the company has a HR and transformation manager that has raised awareness on disability in the company ([1645], p.P-106). There are also existing EE targets for PWDs that are monitored by the Employment Equity forum ([1667], p.P-111). The company, however, does not have an EE manager on disability only, but HR managers that drive diversity in general ([1646], p.P-107).

There is some awareness of the company policy on disability. Two co-workers know of a disability policy in the company ([1650], p.P-107). One supervisor admits that he has some knowledge of most HR policies and procedures at the company ([1651], p.P-107). Two supervisors are aware of a disability policy under the equity policy at the company ([1652], p.P-108). One EWD is aware of a disability policy, but not the specifics ([1653], p.P-108). Even though one manager does know of a disability policy at the company, she has never consulted it in managing her EWD ([1660], p.P-109).

Another EWD feels strongly that quota employment of PWDs in non-meaningful jobs simply to increase equity numbers is an inexcusable practice which should be avoided by the company ([1655], p.P-108). He (participant 12) feels that recruited individuals should be employed in appropriate and meaningful jobs:

R: I think there is that quota scenario going around. For example, I'm not sure which business unit it was, but they were mentioning the fact that they have a call centre and in order to make, you know, increase their figures, they can actually employ a lot of persons with disabilities...in their call centre. And I do remember it was brought up at our employment equity meeting and myself, and even the HR guy, were, like, quite aghast (sic). We were like, that's, it's not on! You don't do that kind of thing just to employ persons with disabilities. You want to give them a proper opportunity, you know? So although that quota type of mentality might exist, I don't think it's a good thing.

The company is committed to maintaining its high equity score by increasing diversity employment in the company ([1671], p.P-111). The company is aiming to increase its PWD representation by another percent in the next year and then by another two percent over the following five years ([1670], p.P-111). A HR manager (participant 13) feels that the company has a moral and legal requirement to have a diverse workforce ([1649], p.P-107). One EWD explains that employment equity targets are a necessary evil in forcing companies to diversify their workforce ([1654], p.P-108). The HR manager feels that ensuring full productivity for the diverse workforce make business sense ([1649], p.P-107):

R: It's a moral issue that we're dealing with, there's a legal requirement that we're dealing with, but there's a common practice in business that we need to deal with...that says that you are going to employ a diverse work force, period. And you might as well make sure that this diverse workforce is really taking their space...in terms of being part of the business. So it's not really about you're feeling sorry for anybody or anything.

PWD recruitment has now been confirmed as an equity priority. One EWD confirms that the company has strategic plans for recruiting PWDs ([1661], p.P-109). The HR manager relates that the company has now started encouraging the different company clusters to utilise the services of recruitment agencies that specialise in PWD recruitment ([1662], p.P-109). The company has started strategising on how equity targets for PWDs will be put into action in each division ([1663], p.P-109).

Careful planning and budgeting for reaching PWD equity targets is taking place in the company ([1664], p.P-110). Expected business growth in each division will be taken into account when target setting for PWD recruitment is done in the future. Vacancy management and equity targets have to be matched for realistic target setting, according to another HR manager ([1669], p.P-111). PWD recruitment is also subject to the other equity priorities of race and gender ([1668], p.P-111) and the company will focus more on recruiting black PWDs ([1647], p.P-107).

5.3.8 Recruitment of PWDs in company

This final section presents themes on recruitment of PWDs into the company.

5.3.8.1 Recruitment strategies and initiatives

The company brand is built upon being a quality employer ([1688], p.P-113). It wants to be seen as encouraging PWD employment and recruitment, according to the HR manager. The HR manager feels that there is a willingness to recruit PWDs ([1689], p.P-113). The company focus has been on declaration of

disability in the past. It is only now that they are looking for and planning recruitment of PWDs ([1690], p.P-113).

The company now has targets and plans for recruitment of PWDs. Clear target setting for PWD recruitment is anticipated to increase the number of PWDs in the company and integrate them fully, according to one EWD ([1666], p.P-110). The HR manager feels that recent target setting for PWD recruitment is more realistic and offers true opportunities ([1703], p.P-116). This is attributed to realistic and growth-related target setting for recruitment in the company. One HR manager relates that there is a shift in company focus from declaration of disability to recruitment drive for disability ([1712], p.P-117). This is evident when a co-worker confirms that the company management is planning a recruitment drive to increase the PWD numbers in the near future ([1711], p.P-117).

PWD recruitment targets and planning per division/cluster and job type are envisioned for the company, according to two HR participants ([1705], p.P-116) & ([1713], p.P-117). The HR manager mentioned specific job targeting for PWDs as one strategy that has been identified to increase PWD numbers in the company ([1704], p.P-116). HR will also target and plan recruitment of PWDs with willing divisions in the company ([1706], p.P-116). The company wants to incorporate a quota for PWDs into existing company recruitment planning and initiatives for all employees ([1714], p.P-117). One co-worker relates that measurable goals for disability recruitment will receive support by the company management ([1665], p.P-110).

The company has now partnered with recruitment agencies to identify suitably qualified PWDs for future employment, according to one HR manager ([1672], p.P-111). Another HR manager confirms that they have identified recruitment agencies that specialise in PWD recruitment and are investigating future partnerships ([1673], p.P-111). One EWD also confirmed that the company may be using recruitment agencies that specialise in PWD recruitment ([1676], p.P-112). The company is now encouraging its hiring agents also to use recruitment agencies that specialise in PWD recruitment ([1674], p.P-111).

The company wants support from agencies that specialise in PWD recruitment ([1678], p.P-112). This support must not only be in supplying candidates, but also in assessing the working environment and providing accommodation suggestions. A recruitment agency that can specialise in PWD recruitment may reap the benefits of their expertise and efforts ([1679], p.P-112). There is not currently such a market leader, according to the HR manager.

The company has also, on occasion, asked standard recruitment agencies to provide PWD candidates ([1680], p.P-112). One HR participant remarks, however, that standard recruitment agency is not that familiar with PWD candidates ([1681], p.P-112). Recruitment agencies may be reluctant to increase their PWD recruits if that implies that they would have to dedicate more resources to finding suitable jobs and environments for their PWD candidates ([1682], p.P-112). Recruitment agencies come across as sales agents. This may make companies reluctant to 'buy' unknown commodities, such as a PWD ([1683], p.P-113).

There have been limited job advertisements that encourage PWDs to apply at the company. An EWD remarks that there has been specific reference to welcoming PWDs to apply in some company job

advertisements ([1709], p.P-117). Another EWD, however, has never seen job advertisements inviting PWDs to apply ([1710], p.P-117).

5.3.8.2 Experiences of being recruited

One EWD interviewed competed with able-bodied candidates for her current job, while another was aware that the company targeted PWDs for a specific position. One EWD was not aware of any other PWDs applying for his current position ([1719], p.P-118). He is positive that he attained his appointment competitively and fairly, thanks to his qualification and experience ([1720], p.P-118). Another EWD was aware that the company wanted to recruit persons with disabilities ([1723], p.P-119). She thought that her complete blindness would hinder her chances of appointment. This did not prove to be the case. The participant competed with sighted persons for her job ([1724], p.P-119).

Two participants interviewed felt that the interview processes for applicants with a disability were the same as for any other applicant. Participant 12 went through a normal interview process to obtain his current job ([1716], p.P-118) and feels that the interview process was normal and fair ([1718], p.P-118). The EWD shares that there were no disability-specific questions posed to him during his job interview ([1717], p.P-118). One co-worker of an EWD was part of his initial job interview panel ([1725], p.P-119). They were informed beforehand that the candidate had a disability. The co-worker does not feel that the interview was much different from any other interview. Some preconceptions may have been laid to rest, though, through interaction with the EWD. One PWD candidate did offer an explanation of his disability during the job interview ([1726], p.P-119). The interviewer requested background information from the candidate, and he volunteered information on his disability. The sharing of information by the EWD facilitated the interview process ([1727], p.P-119).

Recruitment agencies can help or frustrate PWDs in finding employment. One EWD describes his past experiences with recruitment agencies as an area of frustration ([1722], p.P-118). The above participant relates that he had many instances where a recruitment agency was unable to arrange a job interview after finding out about his disability ([1721], p.P-118). They seem to be unprepared for promoting a PWD for a job, even if the EWD has the appropriate qualifications. He did, however, get the interview for his current job through a standard recruitment agency ([1715], p.P-118). That said, there was some feedback from EWDs that more recruitment agencies are now also serving PWDs ([1677], p.P-112).

5.3.8.3 Limited success in PWD recruitment

There is a lack of recruitment of PWDs into the company. The company is committed to, and has improved in, integrating EWDs, although recruitment is still lacking, according to one EWD and a HR manager ([1082], p.P-11). One HR participant confirms that there have been very limited PWDs recruited into the company in the past year ([1068], p.P-8). The company increased its EWD numbers through declaration and verification of existing employees and not through recruitment, according to two HR managers ([1069], p.P-8).

Many participants confirmed a lack of recruitment of PWDs into the company. One EWD relates that a certain company division has only six staff with a disability. This is, according to him, woefully inadequate ([1695], p.P-114). He complains that the company has also focused mainly on recruiting only persons with mobility impairment ([1656], p.P-108). One co-worker feels that there have not been many PWD recruits in her immediate vicinity ([1696], p.P-114). Another co-worker also comments that there has not been a huge focus on PWD recruitment ([1697], p.P-115). One supervisor is not sure that PWD recruitment is a priority for the company's senior management ([1698], p.P-115). The HR manager does not feel the company is doing well in recruiting PWDs ([1699], p.P-115). One HR manager says that only a handful of PWDs have been recruited in the past year ([1700], p.P-115).

There is a lack of exposure to disability at the company, with a resultant ignorance, which inhibits recruitment ([1328], p.P-51). A lack of exposure and understanding of the abilities of PWDs is a barrier to their recruitment and employment in the company ([1701], p.P-115). One EWD comments that there is still a stigma attached to having a disability ([1702], p.P-115). A HR manager mentioned that a lack of exposure of hiring agents and management to PWDs was a barrier to their employment in the company ([1326], p.P-51). Another said a lack of awareness by line managers and HR on managing and working with EWDs was a barrier to their employment ([1327], p.P-51).

A lack of candidates with disabilities is also limiting the recruitment success of the company ([1686], p.P-113). The HR manager feels there are enough potential PWD candidates and an existing accessible environment to facilitate PWD recruitment, but that a concerted effort in finding them is necessary ([1684], p.P-113). One HR participant mentions that the candidate pool of suitably qualified PWDs is limited ([1685], p.P-113). Even recruitment agencies seem to struggle finding suitable candidates. One HR manager feels that there are so few qualified PWDs in the financial services sector that probably only persons with acquired disabilities, who obtained a degree prior to disability, will probably be sufficiently qualified ([1687], p.P-113).

Despite the limited PWD recruitment and challenges in finding PWDs, other participants are satisfied with company recruitment efforts. One EWD has a positive judgement on the company's efforts in recruiting designated groups and appropriate candidates ([1691], p.P-114). Another EWD (participant 8) thinks that the company is a leader in PWD recruitment ([1692], p.P-114):

I: But I think in terms of [Company name], I think we're really doing a great job. You know? I mean compared to the other companies and what they've achieved I think we're one of the top. I'm not sure, I've got to confirm that. But, you know, there's a pro-activeness in actually wanting to do better for people with disabilities. And also whatever else targets we need to achieve, you know?

A third EWD also feels that the company is doing a good job in engaging EWDs ([1693], p.P-114). A HR participant relates that one division in the company has successfully recruited numerous PWDs for a specific position in the company ([1694], p.P-114). They partnered with a organisation that trains PWDs.

5.3.8.4 *Suggestions on recruitment*

Job targeting was suggested by many as a way to increase recruitment of PWDs. Two HR managers maintain that realistic and careful target setting for certain job types and levels is the best way to increase PWD recruitment ([1731], p.P-120). One supervisor feels that PWDs should be targeted for specific jobs, based on each PWD's abilities ([1707], p.P-116).

Job type targeting should, however, only be a planning tool and not meant to restrict PWDs to certain positions only ([1732], p.P-120). One EWD also warns that targeting PWDs for entry level or specific jobs to obtain a quota only is not utilising or recognising the variety of skills that they may possess ([1708], p.P-117).

One EWD feels processes for PWD recruitment must improve at the company ([1730], p.P-120). Careful and realistic planning is necessary and clear communication with line managers must be ensured to help with successful recruitment and integration of PWDs into the company ([1728], p.P-119). The refining of the recruitment process may increase their recruitment in the future, according to one EWD ([1729], p.P-119). PWDs should also be actively sought, which is not currently happening at the company.

Recruitment agencies that specialise in PWD recruitment may be better utilised, according to a HR manager ([1712], p.P-117). One EWD on the employment forum refers, for example, to the possibility of using a recruitment agency that specialises in recruiting persons with sensory impairment as a partner in increasing PWD employment ([1675], p.P-111). A third party agency that is able to do assessment of PWD capabilities and job environment suitability will also facilitate and reduce risk in the process of PWD evaluation for job suitability. ([1734], p.P-120).

Educational institutions for PWDs should also be included in the recruitment strategy of the company. The company must inform educational institutions on the jobs available to PWDs in the particular industry ([1613], p.P-100). Two HR managers suggest that the company should also partner with schools that can provide them with learners with disabilities and build a pipeline of potential employees ([1733], p.P-120).

PWDs should still be appointed based on their qualifications and job suitability. One EWD states that competency and capability must still precede any PWD appointment to any job ([1735], p.P-121). He maintains that PWDs should still be selected based on the job and skill requirements, as with any other appointment ([1736], p.P-121). He even suggests that PWDs not put their disability on their CV ([1744], p.P-122). He feels a CV should convey abilities and qualifications only.

PWDs must use all the resources and opportunities available to gain entry into the workforce. PWDs should use every available channel to obtain information and place their CVs for future employment, according to two EWDs ([1743], p.P-121). PWDs should utilise all available recruitment structures when looking for employment ([1737], p.P-121). One EWD describes that recruitment agencies alone may not prove successful in finding employment ([1737], p.P-121). EWDs should accept even entry level jobs to get entry into a company ([1740], p.P-121). One EWD suggests that PWDs should consider graduate programmes and learnerships as entry points into organisations ([1741], p.P-121). It is also critical for a

PWD to make a good first impression and exude confidence in their job interview to provide a supplement to their CV, according to one EWD ([1742], p.P-121).

PWDs should focus their job search efforts on companies that have adequate accessibility ([1739], p.P-121) and proper policies and practices ([1745], p.P-122). One supervisor stresses that an EWD with a mobility impairment must target employers that have proper accessibility ([1738], p.P-121). Another supervisor suggests that EWDs focus on employers that are flexible and accommodating towards EWDs ([1740], p.P-121).

5.3.9 Barriers identified by participants to PWD employment at the company

The interview participants identified barriers to PWD employment at the company and nationally.

A lack of accessibility inhibits PWD employment. Some inaccessible company systems are a barrier to employees with blindness and limit their job task performances ([1321], p.P-50). There are numerous barriers for EWDs in the company, but the lack of accessible technology inhibits the independence of EWDs, according to one EWD and his supervisor. Some physical barriers in the company also limit the potential for greater achievement in the company for EWDs ([1322], p.P-50).

An ignorant corporate culture is a barrier to PWDs at the company. An EWD describes that a physical disability can illicit some immediate reservations about performance from other people ([1089], p.P-12). One EWD also mentioned that negative perception of PWDs was a barrier to employment ([1330], p.P-52). The possible stigma attached to having a disability and the perception of mental inability of all PWDs may inhibit the appointment of PWDs in the company ([1331], p.P-52). One supervisor mentions that people should not mistake a physical disability for intellectual problems ([1090], p.P-12). Another supervisor cautions that some disability does not mean overall disability ([1091], p.P-12).

Co-worker and managerial ignorance can also be a barrier to EWD employment, according to this EWD. Co-workers do not necessarily know or recognise physical challenges faced by EWDs in the building, according to one co-worker ([1323], p.P-50). One EWD also mentions that some co-workers are unwilling to assist EWDs with job tasks, which can limit an EWD's performance capabilities ([1324], p.P-50). One co-worker also mentioned that ignorance and lack of exposure on working with a colleague with a disability may be a barrier to PWD employment and integration ([1325], p.P-51).

Some at the company may be ignorant about the abilities of PWDs and see them only as a burden. This barrier was identified by three EWDs. A misconception that EWDs have limited performance and abilities to perform job tasks is a barrier to their employment, according to one co-worker ([1329], p.P-52). A lack of recognition of the abilities of EWDs can hinder their employment success. EWDs sometimes have to work harder than other employees to achieve recognition, according to one co-worker and one EWD ([1349], p.P-56). One EWD also mentions that there seems to be a trend to accommodate PWDs only in low level jobs, which limits their potential impact in the company ([1350], p.P-56). He also thinks that PWDs in general are placed in jobs that are below their capabilities ([1351], p.P-56). Another EWD (participant 17) says that PWDs have to be advocates themselves to succeed and be noticed in society ([1352], p.P-56):

R: You have to. You have to be an advocate in your life - throughout life, not only in your place of work but in society as a whole, I think to get any recognition or get any way. Society is tough!

Disability is not a core focus for the company and this can limit employment success for PWDs. The company will always primarily focus on profit ([1333], p.P-53). PWDs should receive a fair opportunity to be employed, but they will never be the top priority in a for-profit business, according to one supervisor. Entry into companies is a challenge for PWDs, according to one co-worker ([1342], p.P-55). Only through exposure to the abilities of an EWD will companies consider permanent appointment, but PWDs are not afforded an opportunity to prove themselves.

Inflexible company processes are a barrier to PWD employment. One supervisor mentioned that strict and inflexible job descriptions at the company could present a barrier to EWDs and result in default performance evaluations ([1334], p.P-53). One EWD in the company was allegedly given an ultimatum that he could only be retained as a switchboard operator in the company, or not at all ([1095], p.P-13), according to participant 17:

R: And giving people equal opportunities is one thing, but I know, for example, a friend of mine, who is also blind. They did away with tele-[service]. Now he is also sitting in a branch and he has had a few discussions with HR and his manager and they said to him: "Well, as a blind person, you either go back on a switchboard or basically you are out". That is not acceptable practice.

The anticipated financial cost of employing EWDs may prevent companies from employing PWDs. The cost of accommodations can be a barrier to EWD employment ([1335], p.P-53). Companies may also not know that tax reimbursements are available for making accommodations, according to two EWDs. Companies may think that EWDs will be costly or unproductive and not make financial sense to employ ([1336], p.P-53). One HR manager mentions that during difficult economic times, the cost of accommodating an EWD may become an issue ([1337], p.P-53).

PWDs are seen as high-risk employees by companies. The company may avoid PWD recruitment owing to a fear of being accused of discrimination ([1338], p.P-53). When a PWD applies and does not get or job or is asked about his/her abilities in a job interview, this may be construed as discrimination against that applicant, according to a HR participant. Job suitability evaluations that can precede PWD employment can cost the company money and unsuccessful applicants may complain about discrimination ([1339], p.P-54). One HR manager thinks that this makes them higher risk applicants and raises caution in the company. Some clients may also be uncomfortable being helped by an employee with a guide dog ([1340], p.P-54).

There are very limited qualified PWD candidates for specialised careers in the company ([1341], p.P-54). This could be due to limited PWD candidates or the company's selection criteria. One co-worker and one HR participant identified this barrier. Two HR participants also think that a lack of exposure of PWDs to the specific industry and types of jobs in the company may limit their appointment within the industry ([1343], p.P-55).

PWDs with self-pity and no drive can also create a barrier to PWD employment in general ([1331], p.P-52). EWDs themselves often have to convince and educate colleagues of their abilities. EWDs first have

to prove to colleagues that they are capable, according to one EWD ([1332], p.P-52), and PWDs may become unmotivated to seek employment following long-term unemployment, according to a HR manager (participant 16) ([1344], p.P-55):

R: I think the older generation people over forty, I think the majority of them, it will be very difficult. Once you're past 40 and you haven't had a successful career or worked, then you also, you're self-conditioning yourself (sic) that you can't work. You sort of accept and convince yourself that you won't be... Interestingly, studies show that if a person was to become disabled while on employment and you give them a disability benefit and they're away from work for a period over one year, then generally they convince themselves that they are disabled and they can't get back to work.

A lack of accessible education and transport for PWDs is a barrier to their employment chances, according to one EWD ([1345], p.P-55). A lack of tertiary education may be a barrier to PWDs being employed in a highly skilled sector, according to one HR manager ([1346], p.P-55). A general lack of education is a barrier to the employment of PWDs ([1347], p.P-56). A lack of accessible public/private transport for PWDs can be a barrier to their employment ([1348], p.P-56). This was mentioned by two EWDs.

Finally, a lack of support by NGOs and government is a barrier to PWD employment. NGO's for people with disabilities did not help one EWD at all in achieving employment ([1353], p.P-56). The fragmentation of NGOs that serve PWDs is not collectively advancing the cause for all PWDs ([1354], p.P-56). The government is not strict enough in enforcing pro-disability legislation, according to another EWD ([1355], p.P-56). The government and department of labour specifically are not enforcing the PWD targets in businesses ([1356], p.P-57).

5.3.10 Facilitators identified by participants that helps appoint and integrate EWDs

The participants mentioned numerous facilitators that could increase PWD appointments and integration.

One supervisor mentioned that the accessibility of the head office facilitated the employment of PWDs ([1357], p.P-57). Accessibility improvements would not only facilitate EWDs, but also the service to clients with health-related mobility problems, according to a supervisor and another EWD ([1358], p.P-57). One EWD also mentioned that accessible technology and systems would help the integration and employment experiences of EWDs ([1359], p.P-57).

Positive EWD characteristics can help integrate existing and potential EWDs into the company. One co-worker feels that her colleague with a disability's personality and skills has facilitated his integration into their team ([1157], p.P-23). Even with some challenges, another co-worker says that her colleagues with a disability are always positive ([1158], p.P-23). She also mentions the positive attitudes of their EWDs that helped them integrate into the team ([1159], p.P-23). A good track record and performance by an existing EWD facilitates the willingness of a company to accommodate other EWDs, according to one EWD ([1360], p.P-57). She feels that her good performance and work ethic during the graduate programme prompted her

permanent appointment at the company ([1361], p.P-57). One EWD feels that her own competence has convinced colleagues that employing PWDs can be rewarding and break down barriers ([1362], p.P-58). One supervisor also mentioned that the company was willing to accommodate an EWD due to her proven ability and dedication ([1363], p.P-58). A co-worker said that EWD positivity and success facilitates future willingness to appoint other PWDs ([1364], p.P-58). Existing EWDs with a positive and contributing attitude make future appointments of PWDs more likely ([1365], p.P-58). An EWD with a positive attitude and good work ethic also facilitates their integration into a working team ([1366], p.P-58).

PWDs that are employed have a responsibility to be good representatives and role models for PWDs to promote the cause for PWDs in the company, according to another EWD ([1368], p.P-59). A co-worker relates that positive experiences with EWDs facilitate future employment of PWDs ([1369], p.P-59). Positive energy and approach facilitates EWD integration into companies ([1370], p.P-59). One EWD also suggests that the onus is on EWDs themselves to embrace their independence and empower themselves to be seen as competent ([1371], p.P-59). An EWD with an outgoing personality and open communication makes the management, integration and accommodation of the employee easier for a co-worker ([1367], p.P-59).

Governmental and company target setting for EWD numbers is the best way to increase PWD representation in the open labour market ([1374], p.P-60). Government should audit and strictly enforce employment equity for EWDs ([1411], p.P-66). The government should increase national awareness raising on disability and also raise awareness on medical care and help available for managing disability ([1412], p.P-66). BBBEE can help drive EWD numbers into companies and force integration through exposure ([1413], p.P-67). Job-disability targeting may have some success in increasing EWDs with specific disabilities in an organisation ([1375], p.P-60). One EWD (participant 8) feels that even being appointed as a quota or targeted designation group affords an EWD an opportunity to enter a company and then prove their worth ([1373], p.P-59):

R: It's a necessary evil. Yes. The quota is to get the people in the doors. And once you got the people in the doors, I believe you can actually break down the stigmas attached to disability.

Quality education for PWDs would help their career prospects. One EWD feels that EWDs themselves have to ensure that they attain tertiary education and also be willing to start with an entry level position ([1379], p.P-60). Better and accessible education for young people with disabilities would increase their skills and employment chances, according to two EWDs and one HR manager ([1380], p.P-60). Mainstream and integrated schooling for children with disabilities would help improve their employment chances and integration ([1381], p.P-61). Children with disabilities should be afforded the same quality and equal educational opportunities that are available to able-bodied children. Schools and universities should also invite companies to observe and interact with capable and qualified students with disabilities ([1615], p.P-101).

A graduate programme that includes PWDs may be one solution to compensate for the lack of exposure and give entry for PWDs into the workplace ([1558], p.P-91). EWDs also have to convince employers through good performance and actual interaction that they are employable.

Actual exposure to, and interaction with, EWDs promotes inclusion. Actual and prolonged interaction habituates a team to EWDs and they become part of the norm, according to one co-worker ([1448], p.P-73). Actual interaction with a PWD gives a far greater impression of their abilities than merely being informed about their disability beforehand, according to this co-worker ([1378], p.P-60). Meeting a PWD before his first day, for example, helped one co-worker to be aware and prepared for the PWD's background and needs ([1377], p.P-60). A combination of sensitisation training in general, but also actual exposure/interaction to and feedback from EWDs, would help sensitise the company culture towards PWDs, according to one co-worker and the quoted HR manager (participant 13) ([1382], p.P-61):

R: I know that some will go "Ag, the [company], again the numbers game". But fundamentally to me, I've ever been saying, is to make sure that it is only when we have people with disabilities next to you, working with you that you will be forced to talk around issues of accommodation. We can't talk around issues of accommodation in a broader scale when we have minute representation of people with disabilities. It's always going to be a mirage.

Actual interaction and also feedback from other employees can be used to educate and sensitise management on the potential and productivity of EWDs, according to the co-worker ([1383], p.P-62). Actual interaction and having a designated group represented in top management informs and facilitates change in a company, according to the HR manager ([1384], p.P-62). Another supervisor relates how actual interaction can guide placement of EWDs in appropriate career paths ([1385], p.P-62).

Two supervisors stress that when proper planning and job-ability fit are ensured for an EWD, the consequences and feedback are very positive ([1093], p.P-12). With a proper job-ability fit, EWDs should be able to perform optimally in any appropriate job ([1092], p.P-12). This fit should also provide quality employment outcomes for EWDs, according to an EWD. Hiring agents should ensure that a person's abilities match the job description to succeed in integrating that person, according to one EWD ([1376], p.P-60).

Transport to and from work would facilitate PWD employment, according to one EWD ([1386], p.P-62).

Flexible company practices and offering a variety of jobs at a company helps to integrate PWDs. The option of flexible working hours further facilitates the integration of PWDs in the company, according to one co-worker and a supervisor ([1387], p.P-62). Telecommuting, roaming technology and overall flexibility by employers all facilitate the employment of EWDs ([1388], p.P-63). The size and diversity of jobs within the company is a facilitator to the appointment of PWDs, according to a supervisor ([1389], p.P-63). The company also has numerous office-based jobs. For disability in general, office-based jobs may be more appropriate for EWDs than jobs that require extensive travelling, according to one supervisor ([1094], p.P-13).

A mentoring or job coach for each EWD may help with support and integration of EWDs, according to one supervisor ([1391], p.P-63). Another supervisor mentioned that the company's informal recognition system of top-achieving employees helped with the integration of EWDs as well ([1390], p.P-63).

More exposure by and at education providers of PWD abilities would facilitate future recruitment. One EWD suggests that education providers should start inviting companies to observe what students with disabilities are capable of ([1392], p.P-63). The company must continue and increase awareness raising of the jobs in their industry at schools for PWDs, according to a HR manager ([1393], p.P-63). One EWD feels that a database at an external organisation with PWD candidates and their skill-sets would facilitate the appointment process ([1394], p.P-64).

Constant and open management of EWDs facilitates integration. One supervisor feels that constant and continued management of employees facilitates integration and immediate resolution of problems that may arise ([1396], p.P-64). An open relationship between a manager and EWD facilitates the management of an EWD ([1397], p.P-64). Although there are no current clauses that include evaluating managers on managing minorities, this type of clause may facilitate the integration of PWDs into company teams, according to another supervisor ([1398], p.P-64). A close working relationship and a shared interest in dogs have facilitated the management of one EWD, according to his supervisor ([1399], p.P-65).

A HR manager feels that a disability forum in the company facilitates management of EWDs and related issues in the company ([1400], p.P-65). Both HR managers think a disability forum facilitates integration of EWDs through raising awareness and providing a platform to discuss disability issues ([1401], p.P-65). An EWD suggests that EWD present a united front in the company to establish positive change ([1402], p.P-65).

Making a business case for employing PWDs can facilitate integration. Approaching disability integration as a business imperative in addressing diverse markets would facilitate PWD integration, according to one HR manager ([1403], p.P-65). Employing a diverse workforce, even if forced upon a company, makes business sense ([1087], p.P-12). PWDs should also contribute towards the success of the business to ensure a future for the business, according to a HR participant ([1404], p.P-65). Three supervisors remark that PWD employment should be encouraged as equal employment opportunities for all ([1085], p.P-11). A practice of non-discrimination against PWDs is also supported by one EWD ([1086], p.P-11). The HR manager also explains that retaining EWDs is a priority, due to the lack of other qualified PWDs in the job market ([1088], p.P-12).

A caring corporate culture further drives integration of PWDs. The company, in general, has a caring culture. This facilitates integration of all minorities, according to a HR manager ([1372], p.P-59). One supervisor remarked that diversity training could facilitate the integration of EWDs into company culture ([1409], p.P-66).

The working team and environment must be sensitised prior to appointment of an EWD to facilitate integration, according to one co-worker ([1405], p.P-66). Two EWDs agrees that sensitisation training and education will facilitate the integration of EWDs ([1406], p.P-66). A third EWD feels that sensitisation workshops, presented by outside consultants, may facilitate the integration of PWDs ([1407], p.P-66). Sensitisation training for managers to manage diversity would facilitate the integration of PWDs, according to one supervisor ([1408], p.P-66). An understanding that EWDs differ (with no generic type) will also

facilitate their integration, according to a co-worker ([1410], p.P-66). Declaration of disability facilitates sensitisation and management preparation planning, according to one HR manager ([1395], p.P-64).

5.3.11 Summary

The company has just under 30 000 employees in total. Although the company may officially have 2% EWDs, EWDs are under-represented at the company. There is not a huge focus on PWD employment, but the company is committed and has improved in integrating EWDs.

There are still some accessibility problems in the new head office building, but working spaces in the building are mostly accessible. Some company systems are not geared towards persons with visual impairment. The mostly office-type environments at the company has limited the amount of accommodations necessary for integrating EWDs.

EWDs have opportunities to advance in the company, but disability type may play a role in determining the type and level of advancement. EWDs sometimes have to work harder to prove their competence to colleagues. A prevailing ignorance on the abilities and interaction with PWDs may be present in the company due to limited exposure to EWDs. The culture towards EWDs, however, is becoming more receptive due to more interactions with and exposure to EWDs in the company. All EWDs interviewed related that they had a comfortable and good relationship with their co-workers and that their team was willing and attuned to helping.

Numerous initiatives to enhance PWD employment and recruitment were discussed for this company. The disability forum has been very positive in keeping disability matters on the agenda of the company. The company has identified recruitment agencies that specialise in PWD recruitment and are investigation future partnership. Realistic and careful target setting for certain job types and levels was suggested as one way to increase PWD recruitment.

5.4 Summary of all cases and a cross-case analysis

Table 5.4 (pp. 212-218) presents a summary of all the relevant employment themes and findings for all three cases separately.

Table 5.4

Summary of Employment Themes and Findings from All Three Cases³

Employment themes	Company A	Company B	Company C
Accessibility			
Budgeting	– Budgeted from divisional operating budgets	– Budgeted for by the Engineering department	– Budgeted for by facilities management
Current accessibility	– No widespread access – Access limited to immediate working environments of EWDs	– Head office mostly accessible – Access & mobility problems remain at head office and other company locations – Poor accessibility in the company’s plant environment	– Head office mostly accessible – Access & mobility problems remain at head office and other company locations – Some company systems not geared towards persons with visual impairment
Sources of info	– Internal & external accessibility audits – EWDs	– None mentioned	– Periodical accessibility audits – Company disability forum
Suggestions	– Focus on areas that PWDs frequent – Accessibility audits/database of accessible spaces	– Ensuring accessibility is the first step in PWD integration – Focus on improving the environments for current EWDs	– Access should be ensured for company events at non-company venues – Plan for and audit each geographical area/ division – Ensure access to company systems as well
Accommodations			
Types	– Mostly accommodations due to acquired disabilities – Job change – Environmental & Equipment	– Variety of accommodations due to acquired disabilities – Job change – Environmental & Equipment	– Almost no accommodations due to acquired disability – Job change – Environmental & Equipment – Job tasks adaptation

³ This table deviates from the *American Psychological Association’s* style guidelines in order to improve the readability of the table.

Table 5.4

Summary of Employment Themes and Findings from All Three Cases³

Employment themes	Company A	Company B	Company C
	<ul style="list-style-type: none"> – Job tasks adaptation & reassignment 	<ul style="list-style-type: none"> – Assistance – Location change – Transport – Temporary disability – Flexi-time & tele-commuting 	<ul style="list-style-type: none"> – & reassignment – Sick leave & temporary disability – Flexi-time & tele-commuting
Consequences	<ul style="list-style-type: none"> – Mostly positive consequences – Unhappiness due to forced job changes – Discontent when EWD is not accommodated with rest of team – Loss of productivity with inadequate accommodations – Loss of job when accommodation is rejected by EWD 	<ul style="list-style-type: none"> – Mostly positive consequences – Lack of advancement for EWDs that receive job change accommodation – A delay in an equipment accommodation due to lack of feedback from HR – Tele-commuting not possible for employees performing manual labour 	<ul style="list-style-type: none"> – Mostly positive consequences – The company does not seem to have prioritised one EWD's request for a more blind-friendly software system
Perception of company support	<ul style="list-style-type: none"> – Company makes an effort to accommodate – Generally grants accommodations 	<ul style="list-style-type: none"> – Company always tries to accommodate – EWDs mostly satisfied with company efforts – Accommodation process for acquired disability works well 	<ul style="list-style-type: none"> – Many participants positive about accommodations made – One EWD felt aggrieved that persons with blindness are not a priority to the company
Budgeting & procedure	<ul style="list-style-type: none"> – Budgeted from divisional operating budgets 	<ul style="list-style-type: none"> – Central budget for environmental accommodations – Accommodations form part of the medical incapacity process 	<ul style="list-style-type: none"> – Request process is channelled & budgeted for through direct manager
Co-worker reactions	<ul style="list-style-type: none"> – No resentment when it doesn't influence the co-worker directly – Job task accommodations may resentment when it involves job 	<ul style="list-style-type: none"> – No mention of resentment from co-workers – Some negative comments from colleagues towards one EWD that accepted a job change 	<ul style="list-style-type: none"> – No mention of resentment from co-workers – Accommodating an EWD in a working team not seen a burden – Some co-workers

Table 5.4

Summary of Employment Themes and Findings from All Three Cases³

Employment themes	Company A	Company B	Company C
	reassignment within a team		proactive in bringing accommodation needs under company attention.
Suggestions	<ul style="list-style-type: none"> – Proper management & monitoring – Central budget – Better communication – Consider accommodations beyond physical access 	<ul style="list-style-type: none"> – Sensitisation of the workforce on accommodations reasons and process – Disclosure of disability would help to improve practices 	<ul style="list-style-type: none"> – Additional assistance may prove a valuable accommodation to some EWDs – A continual feedback system is required from both the company and EWDs themselves
Advancement			
Opportunities & Barriers	<ul style="list-style-type: none"> – Some opportunities, but generally a lack of advancement for EWDs – Lack of flexible job descriptions & physical nature of jobs limits advancement – Accommodated EWDs struggle for advancement 	<ul style="list-style-type: none"> – Opportunities to advance – Advancement in certain jobs and divisions is limited – The ignorance & attitudes of managers may inhibit advancement – Accommodated EWDs struggle for advancement 	<ul style="list-style-type: none"> – Opportunities to advance – Diversity of job titles and accessible environments facilitates advancement – Inflexible job descriptions & system inaccessibility limits advancement of certain EWDs
Training opportunities	<ul style="list-style-type: none"> – No discrimination – May be limited by inaccessible training venues 	<ul style="list-style-type: none"> – The company provides career planning & training opportunities for all employees – Some EWDs have not received career planning & training 	<ul style="list-style-type: none"> – Career development available for all employees – Career planning not always translated into concrete planning – May be limited by inaccessible training venues
Employment experiences			
Corporate culture	<ul style="list-style-type: none"> – Overall ignorance on disability – Co-workers help & engage with EWDs – More receptive culture in office environments 	<ul style="list-style-type: none"> – Positive and receptive culture towards EWDs at head office – Working teams of EWDs accepting – Corporate culture at one plant more resistant towards disability than at head 	<ul style="list-style-type: none"> – Ignorance on the abilities and discomfort with interacting with PWDs present – Culture towards EWDs is becoming more receptive – Receptive culture

Table 5.4

Summary of Employment Themes and Findings from All Three Cases³

Employment themes	Company A	Company B	Company C
		office.	towards EWDs in their immediate working teams – Co-workers exhibit willingness to interact with and assist EWDs – Some negative team experiences reported
Dedication & Performance of EWDs	– Dedication & good performances by EWDs confirmed by those with direct contact with EWDs	– EWDs have abilities to contribute and be productive – With the correct accommodations, EWDs can be just as productive as other employees	– Colleagues of EWDs impressed by their abilities – EWDs are very dedicated – Job performances of EWDs rated highly by co-workers & managers – Job performance is negatively affected when accommodations are not provided
Initiatives (common to at least 2 cases)			
Financial aid	– Study bursaries for PWDs – Compensation fund for on-the-job injuries	– Study bursaries for PWDs – Subsidises bus fees for employees – Financial support for acquiring mobility aids	– Bursaries available to all employees – Special fund/s for hardship of employees – Sponsorships to PWDs
Declaration	– On-going – Declaration not identifying all EWDs	– Greater declaration are driving the EWD numbers upwards – Declaration is still inhibited by a fear of discrimination	– Greater declaration are driving the EWD numbers upwards – Not yet satisfied that all EWDs are declaring their disability
Medical & Wellness	– Medical aid & sick leave for all employees – Disability management programme in place	– Company contributes to all employees' medical aids – Emergency measures for assisting EWDs in place	– None mentioned
Sensitisation & Awareness	– Mixed feedback; some confirming,	– One awareness raising campaign on	– A disability desk serves as an

Table 5.4

Summary of Employment Themes and Findings from All Three Cases³

Employment themes	Company A	Company B	Company C
raising	<ul style="list-style-type: none"> others denying sensitisation training Awareness raising & actual contact may increase PWD integration 	<ul style="list-style-type: none"> disability at company plant General health awareness raising to be increased Limited sensitisation training for managers 	<ul style="list-style-type: none"> information centre on ways to support & accommodate PWDs Some awareness raising & sensitisation on disability, but not for all employees
Active recruitment	<ul style="list-style-type: none"> Job targeting planning 	<ul style="list-style-type: none"> Active drive in the company to achieve a 3% EWD representation Some job targeting for EWDs 	<ul style="list-style-type: none"> PWDs have been targeted for certain positions Job targeting not meant to confine all PWDs to certain jobs only
Learnerships	<ul style="list-style-type: none"> None mentioned 	<ul style="list-style-type: none"> PWD targets for internships Poor management of previous artisan learnership that included PWDs 	<ul style="list-style-type: none"> Quota for PWDs in standard learnerships Previous learnerships for PWDs have not been very successful
Policy & Guidelines			
Definition of PWDs	<ul style="list-style-type: none"> Clear guideline on identifying a PWD Long-term/recurring & functional loss central to definition 	<ul style="list-style-type: none"> Employment Equity Act guides the definition of a PWD Condition has to present a functional limitation 	<ul style="list-style-type: none"> Degree of impairment is considered in the definition of disability Disability classified when a condition is substantially limiting
Policy in practice	<ul style="list-style-type: none"> Several documents guiding disability management Sometimes a discrepancy between policy & practice Confidence that revised policy will help mainstream & manage disability 	<ul style="list-style-type: none"> Disability policy is comprehensive HR may be struggling to find a workable definition for disability Supervisor performance contracts measures adherence to equity employment Participants mostly unaware of the disability policy 	<ul style="list-style-type: none"> Transformation policy is quite comprehensive, but there may be shortfalls PWD recruitment now an equity priority Planning & budgeting for reaching PWD equity targets is taking place Some participants were aware of the disability policy
Recruitment			
Initiatives & Strategies	<ul style="list-style-type: none"> Approach institutions that educate PWDs & offer 	<ul style="list-style-type: none"> Active drive to achieve a 3% EWD representation Job reservation & 	<ul style="list-style-type: none"> Targets and planning per division/cluster and job type is envisioned

Table 5.4

Summary of Employment Themes and Findings from All Three Cases³

Employment themes	Company A	Company B	Company C
	<ul style="list-style-type: none"> bursaries/internship – Approach recruitment agencies for PWDs with specific qualifications – Job targeting planning – Focus on administration & office-based jobs 	<ul style="list-style-type: none"> targeting of PWDs in some divisions – Job advertisements sometimes invite PWDs to apply 	<ul style="list-style-type: none"> – Newly established partnership with recruitment agencies to identify qualified PWDs – Some job advertisements encourage PWDs to apply
Success rate	<ul style="list-style-type: none"> – Few PWDs being recruited into company – Several factors negatively influence PWD recruitment 	<ul style="list-style-type: none"> – Slow pace in PWD recruitment, but better than most – Lack of EWD recruitment for management level jobs – Struggling to find qualified PWDs for critical skills jobs 	<ul style="list-style-type: none"> – Lack of recruitment of PWDs, but some satisfaction with efforts – There is a lack of exposure to & ignorance regarding disability inhibits recruitment – Lack of candidates with disabilities is limiting recruitment
Suggestions	<ul style="list-style-type: none"> – Active recruitment – Job targeting or pre-defined job type reservation for PWDs – National laws have & can facilitate better representation – Identify appropriate job types for PWDs – Prepare the environment & culture for PWDs. 	<ul style="list-style-type: none"> – Inform managers of diverse disability types and accommodation needs – HR should ensure a proper ability-job fit for all PWD recruits – Identify which environments can easily accommodate EWDs – Consider where suitable PWDs can be found 	<ul style="list-style-type: none"> – Job targeting – Better utilise recruitment agencies that specialise in PWD recruitment – Educational institutions for PWDs should be included in recruitment strategy
Barriers & Facilitators			
Barriers	<ul style="list-style-type: none"> – Lack of accessibility – Ignorance regarding accommodations – Resistant corporate culture – Companies may see PWDs as high risk, 	<ul style="list-style-type: none"> – Lack of accessibility and/or accommodations – Resistant corporate culture – Company type & environment – Physically 	<ul style="list-style-type: none"> – Lack of accessibility – Ignorant corporate culture – Disability not a equity core focus – Inflexible company processes

Table 5.4

Summary of Employment Themes and Findings from All Three Cases³

Employment themes	Company A	Company B	Company C
	low yield employees	challenging jobs	– Anticipated financial cost of employing EWDs
	– Company type	– Perceived financial cost and risk of employing PWDs	– PWDs are seen as high risk employees
	– Misconception about the abilities of PWDs	– Ignorance & lack of awareness &/or exposure to disability	– Limited adequately qualified PWDs
	– A limited PWD candidate pool	– Misconception about the abilities of PWDs	– Negative attitudes of EWDs
	– Negative attitudes of EWDs	– A lack of qualified PWDs	– Lack of accessible education & transport
			– Lack of support by NGOs & government
Facilitators	– Making a business case for employing PWDs	– An accessible environment	– An accessible environment
	– Participation in inter-company forums	– Governmental enforcement of quotas	– Making a business case for employing PWDs
	– Governmental enforcement of quotas	– Active recruitment strategies	– A caring corporate culture
	– Office based jobs are more suited for PWDs	– Certain company types	– Governmental and company target setting for EWD numbers
	– Sensitise a working team & environment	– Certain job types	– Sensitise a working team & environment
	– Management buy-in	– Accepting corporate culture and working team	– Quality education for PWDs
	– Actual interaction with & information on current EWDs	– HR support or mentoring	– Positive EWD traits
	– EWDs should prove their capabilities	– Positive EWD traits	– A graduate programme that includes PWDs
		– Awareness raising & acknowledgement of EWD abilities	– Actual interaction with EWDs
		– Actual interaction with EWDs	– Proper planning and job-ability fit for PWDs
		– An EWD support group	– Flexible company practises & a variety of jobs at a company
			– A disability forum in the company

When performing the cross-case analysis (as guided by Yin, 2009), the three companies will be compared on the research questions (posed at the beginning of Chapters 3 and 5). This approach is suggested

by Swanborn (2010), where he suggests that “the report of a multiple case study might profit from a specific ‘questions-and-answer format’ in which each case is described by way of a series of identical questions” (p.139). The cases will be compared on the research questions in the sequence of the employment themes presented in Table 5.4.

Practices on employing EWDs included ensuring accessibility and making accommodations in the companies. All three companies had divisional budgets available for making environments accessible and none has a central company budget for improving accessibility. None of the companies had widespread accessibility across all company sites. Company A seems to have the most limited access (limited to the immediate working environments of EWDs), while Company B have a mostly accessible head office, but this is not the case at the company plants. Company C reported more widespread accessibility at head office and company branches. It was suggested by Company A participants that accessibility efforts should be focused on areas where EWDs frequent. Company B participants mentioned the need to improve environments for current EWDs integration. More widespread and accessibility beyond physical access was suggested by Company C participants.

There seems to be a general lack of recruitment of PWDs at Companies A and C. Company B participants reported a slightly higher success in recruiting PWDs, but there is still a lack recruitment of PWDs into management positions. Practices on recruiting EWDs seem to be enjoying more consideration at all three cases. Target setting for PWD recruitment is a strategy that Company A and C are in the process of adopting, while Company B already has an active drive to achieve 3% EWD representation. Company A and C also has plans and new partnerships with recruitment agencies to help with PWD recruitment. Company B (with the highest EWD percentage for all three cases) reported that some job reservation and job advertisements have already targeted PWDs.

In terms of making accommodations at the companies, the cross-case analysis revealed that the nature of the company influences the types of accommodations made. For Company A and B (both labour-intensive companies with hostile working environments), accommodations were mostly provided for existing employees that acquired disabilities. For Company C (a service orientated company), accommodations were made for employees that had an existing disability. There also seemed to be more negative consequences (in terms of career development and co-worker reactions) for accommodated EWDs in Companies A and B when compared to Company C. Better communication and disclosure between EWDs and the companies were suggested by participants from all three companies in order to improve the accommodation process.

Findings on the practices on advancing EWDs in the companies indicate that, although some opportunities are available for advancement, there is specifically a lack of advancement for accommodated EWDs in Companies A and B (especially when EWDs are accommodated from manual labour jobs to office jobs). There seems to be more advancement opportunities in Company C (with its dominant office-based settings), especially for EWDs with physical disabilities.

Employment experiences with and of EWDs were reported to be mostly positive in all three companies. The dedication, performances and abilities of EWDs were mentioned by participants with direct

contact with EWDs. The corporate cultures towards EWDs seem more ignorant and resistant at the company plants of Companies A and B. Positive and receptive cultures were observed, however, in all office-type environments at all three companies.

Some similar initiatives for integrating EWDs were found at all three companies, while other initiatives were unique to each case. All three cases had some sort of financial aid initiatives for PWDs in general and all three cases did have declaration of and sensitisation to disability initiatives (with varying degrees of success). Company B and C (with greater percentages of EWDs than in Company A), however, mentioned that active recruitment and learnerships for PWDs were present in the companies. Company C also reported a formal and active Disability Forum, which was not emphasised in the other two cases.

Policies on employing PWDs were present in all three cases. Company documents did provide clear definitions for a PWD. Company A have recently revised and updated its disability policies, which gave some participants confidence that EWD integration would improve in the company. Company B also has comprehensive disability policy, but many interview participants were unaware of the company policies. There were better awareness of disability policies in Company C and PWD recruitment planning and targeting now forms part of their disability policy.

Barriers for integrating PWDs into the three companies were very similar. Lack of accessibility, ignorant corporate cultures, limited suitable PWD candidates and the perception that EWDs are high risk, low yield employees were barriers mentioned in all three cases. Company A and B participants, however, reported that the nature of their company types limited PWD integration.

Apart from addressing the barriers to PWDs integration, other facilitators for integrating PWDs were discussed by participants in all three cases. Actual interaction with and sensitisation training on PWDs were commonly mentioned across all cases, as was the presence of a company forum/support group for EWDs and the need for proper job-ability fit for PWDs. Participants from Companies A and C felt that making a stronger business case and management buy-in for employing PWDs would improve integration. Stronger HR support and mentoring for PWDs were uniquely mentioned in Company B.

The results from the individual- and multiple-case analyses will be discussed in Chapter 6.

6 Discussion, limitations and recommendations

PWDs remain greatly under-represented in the open labour market in SA. Negative attitudes, discrimination and ignorance by those who drive the labour market may contribute towards the unemployment of PWDs. Inadequate accessibility, a lack of accommodations and organisational policies on disability may also negatively influence PWD employment.

The first aim of the current study was therefore to investigate some of the key employer attitudes on the employment of PWDs in SA companies. Company practices, environments and policies surrounding the employment of PWDs in SA companies were also explored. Furthermore, a more in-depth enquiry into three companies with proven records of having some success in employing PWDs was undertaken. A case study approach was used to obtain qualitative information on the experiences and practices with and of PWDs in these companies. These cases can be used to guide other companies on what facilitates and inhibits PWD employment in SA.

This chapter will present a discussion of the findings for the survey and case studies, as well as present the limitations and recommendations for this study.

6.1 Survey findings: discussion and conclusions

The discussion of results in this section is guided by the research questions posed at the beginning of Chapter 3. This section will discuss and conclude by answering these research questions.

6.1.1 Opinions and attitudes of managers with regard to PWDs and their employment

The survey showed that global attitudes towards PWD employment seemed positive. This was also found by Hernandez et al. (2000) in an American sample. In the survey, most respondents felt that PWDs should participate in the open labour market. One Canadian study also showed a general feeling of support by the public for integrated employment for persons with intellectual disabilities (Burge et al., 2007). Half of the sample felt that employers had the highest responsibility for ensuring that PWDs were integrated into the SA labour market. This shows that employers feel that they have a social responsibility to employ PWDs.

Despite this seemingly global positive attitude towards employing PWDs, the majority of the survey sample agreed that organisations in SA should do more to hire PWDs. Almost half of the respondents also said they were not satisfied with their company's efforts to hire PWDs. This is again similar to the finding by Hernandez et al. (2000), who found that global positive attitudes about PWD employment did not necessarily translate to actual hiring and integration of PWDs.

Furthermore, when respondents were asked about employing different disability types, a less positive picture emerged. Physical and sensory disabilities consistently received more favourable ratings throughout the survey, in comparison with psychiatric and intellectual disability. Both in preferences for appointment and current appointments, physical disability seemed most favoured by respondents. This preference for physical disability was also shown in the literature study (Hernandez et al., 2000; Jones et al., 1991; Morgan & Alexander, 2005; Smit, 2001). It seems respondents feel that persons with psychiatric and intellectual

disability are high-risk employees. Stigma towards psychiatric disability (which received the worst ratings in the survey) was also confirmed by Baldwin and Marcus (2007).

The survey also compared job type suitability with different disability types. Respondents felt that persons with physical or sensory disabilities could perform almost any type of job, whereas persons with psychiatric and intellectual disability received low suitability ratings on these jobs. It is only for production type jobs that persons with intellectual and psychiatric disabilities were deemed as suitable as those with physical and sensory disability. The survey yielded insight into the stereotypical notions concerning the abilities of PWDs with each disability type. Cognitive categorisation may explain the findings in favour of a certain disability type (Colella et al., 1997).

The mere nature of a person's disability can influence the category to which they are cognitively assigned. Cognitive categorisation can lead to stereotypical judgements. Stereotypes and stigma can lead the evaluator to believe that a PWD is suitable for only specific jobs (Colella et al., 1997). The more visible and disruptive a disability is deemed to be, the more negatively such a person may be categorised. Although a physical disability is very visible, the current author believes that psychiatric disability is deemed more disruptive and unpredictable by employers and that persons with intellectual disability may be seen as lacking the intellectual capacity to perform most jobs in companies. There is also less contact with these types of disabilities, and contact is associated with less stigma (McDougall et al., 2004; Stachura & Garven, 2007; Yuker, 1988).

In terms of attributes of applicants with disabilities, it seems that employers in the survey assume and accept that PWDs may have less independence, physical ability, intelligence, communication skills and social skills than persons without a disability. This can indicate some double standard, at least for the minority of respondents. This means, according to McLaughlin et al. (2004), that employers often use different criteria (a double standard) when determining their satisfaction with employees with and without disabilities, and that the attributes that are perceived as important in EWDs may differ in comparison to able-bodied employees. This may have influenced the respondents' answers to the questions on their satisfaction with the job performances of their EWDs.

Most managers in the survey reported satisfaction with the job performances of their EWDs. This can either reflect that the managers in the sample are applying positive bias (Colella et al., 1997) or different criteria (McLaughlin, et al., 2004) when considering the performances of EWDs, or that they are genuinely satisfied with EWD performances. Positive bias can exist when it is deemed unkind to give a poor evaluation of an EWD, especially in situations where evaluations have little consequence (Colella et al., 1997). As respondents were not asked to compare EWD performances with those without disability, the positive bias/criteria hypotheses could not be tested (but were explored in the case studies).

However, if the managers were genuinely satisfied (or thought that they were) with the performances of their EWDs, this provides strong evidence that it can make business sense to employ PWDs and that this can influence productivity positively. Satisfaction with the job performances of current EWDs was also

weakly correlated to the expressed likelihood of hiring a PWD. The correlation is a good sign that satisfaction with current job performances of EWDs can perhaps predict future hiring intent.

6.1.2 Company practices and policies on PWD employment

Literature confirms that PWDs remain greatly under-represented in the open labour market in SA. The 2010-2011 Commission for Employment Equity report highlights that less than a percent (.83%) of the total workforce for all employers consists of PWDs (SA DoL, 2011). This was also the case in the sample of companies that participated in the survey, where more than half of the sample indicated that they employed less than one percent PWDs. Although some companies (27% of the total sample) did indicate that they had more than one percent PWDs, one also has to remember that willingness to engage and employ PWDs may have attracted these employers to complete the survey and that they would probably employ more PWDs than the average.

On a more positive note, the majority of companies in the survey sample have at least hired a PWD in the near past, and intend to hire PWDs in the future. This may account for their willingness to participate in the survey, but may also bias the results owing to self-selection bias. Bigger companies indicated a higher likelihood of hiring and actual hiring of PWDs in comparison to smaller companies in the sample. This result is not surprising (similar results in Domzal et al., 2008; Levy et al., 1993), but still evidence that more employment opportunities for PWDs may be found in larger, rather than smaller companies. It also seems, from the sample, that willingness to hire and past experiences in hiring PWDs may result in intent to hire in the future. This echoes international findings that future hiring intent and willingness to hire have been related to past positive experiences with EWDs (Hernandez et al., 2000; Smith et al., 2004; Wolffe & Candela, 2002). Other company practices can also influence future hiring of PWDs.

Accessibility in the survey companies is still lacking. The survey sample mostly responded that only some company buildings and interview locations were accessible. Similar findings on the lack of company accessibility have been reported both internationally (Dixon et al., 2003; Targett et al., 2004) and nationally (Smit, 2001). Common sense dictates that an accessible environment would facilitate the hiring of PWDs and some survey respondents suggested that companies should ensure that their facilities are prepared and accessible for persons with disabilities. This shows that SA companies still have quite a way to go in improving their physical environments for both customers and EWDs.

In terms of accommodations for PWDs, modifications to the physical environment seem to be the most common accommodation made by the surveyed companies. It is also an indication that accommodations for persons with physical disabilities receive the most attention. This links not only to the mentioned preference for appointing persons with physical disabilities, but also possibly a misunderstanding of the variety of accommodations needed for different disability types. This misunderstanding could lead to worker dissatisfaction and reduced productivity. Proper accommodations for all PWDs are very important, as workers are less likely to leave their employment after the onset of their disability when accommodation efforts by employers were made (Burkhauser et al., 1995). Job accommodations for, and retainment of, EWDs in jobs where they feel competent can also contribute to their wellness (L. Van Niekerk, 2009).

On the positive side, costs associated with making accommodations were just a bit more than, or the same as, initially anticipated by companies that made accommodations. Other literature found that accommodation costs were often low (Schartz et al., 2006). Cost of accommodations should therefore not be a deterrent in employing PWDs. This should counter the fear that accommodations costs are excessive, as found amongst many employers (Dixon et al., 2003; Kaye et al., 2011; Schur et al. 2005).

Companies in the survey seem to value information on the preparation of the environment for PWDs and the cost of accommodations. This finding concurs with an American sample (Kaye et al., 2011), which indicated that information on accommodations (in the form of dedicated expertise on funds and execution) would be very helpful in facilitating PWD integration. Despite this need for information, nearly half of companies do not keep specific data on any disability-related accommodations they make. Companies also indicated that they would find concrete facts and figures on accommodation useful. Data keeping seems the most logical way for companies to obtain this type of information that they value.

As far as national policy is concerned, most managers in the sample were very familiar with the EE Act, but less were very familiar with the disability-specific national legislation. It seems that companies are very familiar with equity legislation with regards to race and gender, but that disability is not an equity priority. This confirms international findings that disability equity receives little emphasis (Robinson, 2000).

When focusing on company policy, it was found that companies in the survey which employed more than one percent of EWDs were significantly more likely to report that their diversity/equity documents included a disability policy. This may be predictive of why they have better EWD numbers. A third of companies in the sample, however, did not indicate that they had any disability policy. Inadequate company disability policy, or a lack thereof altogether, may also account for the poor employment outcomes of PWDs. Robinson (2000) found that organisations did have an equal opportunity policy in place, but very little emphasis (if any) was placed on disability equity. Others (Jones et al., 1991; Smit, 2001) also found a lack of disability policy in their samples. More concrete disability guidelines, such as having a targeted recruitment plan for PWDs, are still lacking in most companies.

Facilitators identified and recommendations made by managers on how to improve PWD employment will be discussed as part of the recommendations section in this chapter.

6.2 Case studies' findings: discussion and conclusions

The discussion of results in this section is guided by the research questions posed at the beginning of Chapter 3. This section will discuss and conclude by answering these research questions.

6.2.1 Opinions and attitudes with regards to PWDs and their employment

In the case studies, many participants felt that EWDs should enjoy quality employment and opportunities and that employment for EWDs should be meaningful. Turner et al. (2002) explored quality employment for PWDs. They proposed that quality jobs were those where “workers...engage actively with their tasks and work environment” (p. 717) through having “autonomy in performing their jobs, [performing] challenging work, and the opportunity for social interaction” (Turner et al., 2002, p. 717). Although the case

study participants did not elaborate on their understanding of quality employment, it can be assumed that they meant some sort of proper ability-job fit and active engagement for PWDs.

As with the survey results, many participants also mentioned dissatisfaction with their company's integration and recruitment efforts concerning PWDs. This highlights the fact that even in companies with higher EWD numbers, PWD recruitment and integration are seen as limited.

According to the case study participants, administrative and office environments present more suitable and easier job opportunities for PWD employment. Participants did, however, tend to make their comments in relation to persons with physical disabilities only and other disability types were rarely mentioned. A similar finding was reported by Robinson (2000), who found that companies tended to group all PWDs into a single homogeneous group.

Case study participants did, however, mention that certain disability types presented such a safety risk in certain environments that they could not be considered for that environment. Inherent difficulties with certain job requirements (such as heavy lifting) were also a challenge for the 126 organisations that completed a survey in the UK (Robinson, 2000). Others (Dixon et al., 2003; Domzal et al., 2008) found that many companies cited the nature of their company's work and job types in the company as inappropriate for PWDs to perform, and as a resultant barrier to their employment. The case studies presented practical considerations for, and experiences of, employing PWDs in different environments and, again, job type and disability type should be matched with a proper-environment fit.

Corporate culture was also explored in greater detail in the cases. As PWDs have been and have to be integrated into the existing culture, it is important to explore existing attitudes in the company with regards to PWDs. The case study companies do seem to present a public image of caring for PWDs, according to participants. A greater acceptance of PWDs at the case study companies was also mentioned by participants. The seemingly receptive orientation of these companies may account for their relatively greater EWD numbers. The greater numbers of EWDs in the case study companies may also have contributed to the greater acceptance of PWDs, as Novak and Rogan (2009) found that the amount of contact and type of contact could also influence co-worker acceptance of PWDs. It was also confirmed by literature that a positive organisational culture could help integration (Westmorland & Williams, 2002). Despite this, the relatively low numbers of EWDs are still not enough to eradicate ignorance and negative attitudes towards PWDs.

Some participants felt that ignorance and some negative attitudes towards disability remained at the companies. The general ignorance regarding disability was also reported in other literature (Draper et al., 2011; Robinson, 2000). Literature found that negative attitudes and behaviour towards PWDs can partly explain the under-representation of PWDs at companies (Schur et al., 2005).

Despite the mentioned ignorance and negative attitudes towards disability in the company cultures in general, the immediate working teams that EWDs found themselves in were judged by almost all to be accepting. Actual interaction and experiences with exceptional and productive EWDs seemed to make team cultures more receptive towards EWDs. This finding again seems to confirm that actual interaction can

facilitate acceptance (as also found by others, e.g. Stachura & Garven, 2007) and that an EWD's job performance can contribute to co-worker acceptance and negatively relate to stigma (McLaughlin et al., 2004).

The case studies also explored experiences in managing EWDs. None of the managers interviewed indicated major problems in managing their EWDs. Most managers mentioned applying general management principles for managing EWDs and very few received special training in managing EWDs. Some did mention that additional and workable arrangements may have to be established when an EWD has some limitations on performing job tasks. It has been shown that managers who embrace diversity, focus on performance-based outcomes and are flexible when it comes to task performance tend to have a favourable view of EWDs (Gilbride et al., 2003). This did seem to be the case for most of the case study managers. The EWDs that were interviewed were also mostly positive about their managers. Quality and positive relationships between managers and all employees promoted an inclusive culture (BBI, 2011d).

In terms of the performances of PWDs, those with direct contact with EWDs in all three case study companies confirmed that they were very productive and dedicated employees. Many respondents also commented on the exceptional abilities of EWDs and that they performed just as well as any other employee. Finally, none of the managers in any of the cases reported that EWDs made excessive demands, nor took excessive sick leave. The positive performances and productivity by EWDs can have positive consequences for integration. McLaughlin et al. (2004) found that judgement with regards to how well a EWD could perform their job directly related to acceptance of the EWD (irrespective of disability type). McLaughlin et al. (2004) also concluded that one variable that was consistently associated with future hiring intent of PWDs was previous positive experiences that the employer had concerning an EWD. Finally, Peck and Kirkbride (2001, p.71) suggested that EWD integration could be facilitated by allaying fears of productivity loss.

6.2.2 Company practices and policies on recruiting, employing and advancing PWDs

Very few PWDs are currently being recruited into the case study companies. One reason for this may be that all the companies have struggled to find PWD candidates for their vacancies. International literature has similarly confirmed that companies are struggling to find suitably qualified PWDs for vacancies (Dixon et al., 2003; Domzal et al., 2008). There are very few higher/management level appointments for PWDs in the case studies. The lack of higher level appointments for PWDs is also alluded to in other literature (Braddock & Bachelder, 1994; International Labour Organisation, 2011; Schriener, 2001).

In terms of future recruitment strategies in the case study companies, targeted recruitment of and recruitment targets for PWDs have started taking place. These planned recruitment strategies can help to establish greater PWD numbers in these companies, for literature suggests that recruitment strategies should include specific and concrete goals and strategies for designated groups (BBI, 2011b). All three companies have also partnered, or are planning partnerships, with recruitment agencies to assist with PWD recruitment. Smit (2001) suggests that community services for PWDs and specialised recruitment agencies should work in partnership to ensure optimal placement for PWDs.

The case studies all provided insight into accessibility. All the case studies were deemed by participants to have adequate physical accessibility in the immediate environments with current EWDs. However, as was also the case with the survey results and literature (Dixon et al., 2003; Smit, 2001; Targett et al., 2004), widespread physical accessibility is not a reality. The nature of the core businesses of both Companies A and B were not deemed conducive to the widespread development of accessible environments for EWDs. For Company C, with mostly office-based jobs, accessibility at the head office has improved and most areas are now physically accessible, but some challenges remain even there. Although it is positive that the immediate environments of EWDs are physically accessible, the lack of widespread accessibility will always limit greater numbers of EWDs with mobility problems.

What was evident at the case study companies was the over-emphasis on physical accessibility. Robinson (2000) discusses findings from a survey that suggests that employers over-generalise accessibility at their companies by only focusing on accessibility for persons with mobility problems. This was confirmed by respondents with visual impairment in Company C. Some company systems, for example, are not geared towards persons with visual impairment.

All the companies in the case studies have company guidelines and experiences in making reasonable accommodations. The accommodations mentioned were similar to the categories identified Chi et al. (2004). Companies A and B have many instances of accommodations following acquired disability. Company C has more instances of providing accommodations for recruited PWDs. This distinction is understandable, as the first two companies have a very labour-intensive industry type and hostile environments, whereas the final company has mainly office-based jobs. The presence of company guidelines for, and practices in, making accommodations may be another reason that the companies have a higher than normal percentage of EWDs.

As far as accommodation processes are concerned, positive and negative aspects came up in the cases. The feedback on accommodations made at the companies was mostly positive. The overall job satisfaction of EWDs interviewed also reflected this. In Company A, negative consequences are, however, anticipated when job task reassignment in a team occurs and co-workers have to perform additional tasks to accommodate the EWD. This may be true for some co-workers, as Miller and Werner (2007) found that workers who did not mind putting in extra work for no additional direct benefit would provide more help to a co-worker with a disability, but that a worker who felt entitled to additional pay for additional work was less likely to be happy to share the EWD's job tasks. Also, when an accommodated PWD cannot perform all tasks in a new job, productivity loss can occur.

Some unhappiness with forced job change accommodations was found at Company B. This revealed a lack of communication with some EWDs on their accommodations needs. Some EWDs also reported unhappiness with the medical panel's lack of information sharing and involvement of the EWD when accommodations were made. At Company C, a lack of accommodating persons with sensory disabilities was mentioned, again emphasising the need to consider accommodations beyond physical access.

In terms of advancing EWDs, all three cases confirmed that very few PWDs had been advanced in the companies and that few filled management positions. Results on limited advancement of PWDs confirmed

previous literature on the topic (Braddock & Bachelder, 1994; SA DoL, 2011; Schriener, 2001). The case study companies identified barriers to advancement for PWDs. Inflexible job description and inflated job requirements made it difficult for an EWD to advance due to an inability to perform some aspect of the standard job descriptions. Physically demanding jobs and high risk divisions presented barriers for many PWDs to advance. Some EWDs also received a default performance evaluation due to their inability to perform a traditional job description. This, too, can limit advancement. The lack of advancement finding is not surprising and it seems that the “glass ceiling” (Braddock & Bachelder, 1994) is just as present in SA companies. Inadequate career planning and limited training opportunities are also present in the cases, as was also found by Gillies et al. (1998).

All three companies have a disability policy in place. Company A has several disability policy documents that guide disability management. There is confidence that the new guidelines to support policy for disability in the company will help mainstream and manage disability, especially with targeted recruitment plans for PWDs. Company B has a comprehensive employment equity procedure document and specific reference to PWDs and reasonable accommodation also appears in the equity plan. Company C in the case studies has a transformation policy that includes disability. Participants also indicated that recruitment of PWDs had become an equity priority at the company. The presence of a disability policy may be predictive, or a consequence, of better EWD numbers.

Participants, however, mentioned that there was sometimes a discrepancy between policy and practice. The lack of recruitment of PWDs was mentioned by many to indicate this discrepancy. Personnel other than HR were less familiar with disability-specific equity legislation and company guidelines on disability. The lack of knowledge and understanding by managers on how to accommodate and advance an EWD was evidence to many that there was a lack of translation from policy to practice. Smit (2001) also found a lack of translation of policy to actual guidelines on disability in SA companies. Other literature confirmed that inclusive policy should include processes such as reasonable accommodation and equal opportunity recruitment (BBI, 2011a).

6.2.3 Initiatives by companies to enhance PWD employment

Several initiatives for integrating PWDs into the companies were mentioned and discussed by participants in the case studies. The presence of initiatives for PWDs is an indication that these companies do make an effort in enhancing PWD employment and this can also account for the relatively higher EWD numbers. The most prominent initiatives mentioned by all three companies were declaration drives, financial aid initiatives and awareness raising on disability.

Declaration drives, and not recruitment, have often increased EWD numbers in the case study companies. Declaration drives have not, however, been completely effective in identifying different types of PWDs. Fear of discrimination seems to inhibit declaration, according to some participants. Others have also found limited declaration of less obvious disabilities (e.g. Madaus et al., 2002; Price et al., 2003). It was debated by some participants whether declaration was a necessary management/equity tool or whether it

further perpetuated disability. Some authors have described that disability disclosure is a complex issue (Dalgin & Bellini, 2008; Dalgin & Gilbride, 2003; McMillan, 2007).

Financial aid to individual EWDs and community projects for PWDs were mentioned in all three cases. Financial aid takes the form of study bursaries for PWDs, sponsorships for events involving PWDs, sponsorship of specific EWDs at events and also special hardship and assistance funds for PWDs all employees at the companies. The provision of study bursaries for PWDs can certainly increase the qualifications of certain PWDs, which may enhance their future employment chances. Corporate image can certainly gain from obvious sponsorships and some EWDs may receive necessary financial support through hardship funds. Whether financial aid initiatives directly enhance PWD employment is, however, debatable.

Initiatives on awareness raising and sensitisation have taken on many forms in the case study companies. Company A has done some sensitisation, in the form of road shows on disability. Company B is raising awareness on health in general. One HR participant confirms that disability regularly features in HR meetings. Company C has a disability desk and a formal disability forum, as well as disability road shows to raise awareness on disability issues. This disability forum provides feedback on disability issues and plays a guiding role in integrating disability in the company. Schur et al. (2005) suggested encouraging disability networks in order to improve integration and that sensitisation training of employees (as well as recreational contact with PWDs) is important for integration (Schur et al., 2005). Smit (2001) confirmed that awareness raising of staff with regards to PWDs and their potential as employees would help integrate PWDs (Smit, 2001).

Apart from opinions, attitudes and initiatives in and by the case study participants and companies, the research questions on facilitators and barriers to PWD integration remain. Facilitators identified and recommendations made by participants on how to improve PWD employment and integration will be discussed as part of the recommendations section in this chapter. The barriers inhibiting PWD integration will also be incorporated into the recommendations section, where suggestions will be made to overcome these barriers. Before the recommendations for this study are related, however, the limitations of the study must be considered.

6.2.4 Reflexivity on the case study results

As mentioned in Chapter 3, reflexivity by the researcher requires the acknowledgement of the researcher's and participants' own influences on the research process (Eriksson & Kovalainen, 2008). The results of the case studies thus have to be contextualised within the researcher's own background, preconceived ideas and experiences (both before, during and after the data collection phase of the study).

It was already acknowledged in Chapter 3 that the current researcher did have an existing interest, as well as research and work experience within the disability field and in the open labour market. From this background, the researcher identified that DPOs (rights-driven) and private industry (profit-driven) do not necessarily have the same considerations, time frames and approaches to disability employment. The differing stances of many in the disability sector versus many in the business sector in a certain sense guided the development of the current researcher to explore employer opinion and practices with regards to

disability employment. The study results thus have to be contextualised in terms of the researcher's assumption (preconceived idea) that employer opinion on and orientation to PWD employment may be different from those in the disability sector.

A second background consideration that should be reflected on is that the current researcher employed a case study approach to qualitative enquiry for the first time. The different theoretical approaches and magnitude of information that confronted the researcher in conducting the case study research was, at times, confusing and overwhelming. This could have influenced both the quality of data analysis, as well as the interpretation of the findings.

Final considerations that the reader should keep in mind when contextualising the results of the case studies is the current researcher's, as well as participants' experiences before, during and after data collection. These experiences may have influenced not only the results interpretation by the researcher, but also the responses from the participants. As mentioned in Chapter 3, the researcher is an able-bodied, Caucasian female.

Differences in disability status can influence attitude and social interactions (e.g. Coleman, 2006; Stone & Priestley, 1996; Yuker, 1988). When the able-bodied researcher interviewed an EWD, the EWD may have felt that the researcher cannot fully understand nor convey the experiences of PWDs. This may have caused them to selectively share and/or withhold information during the interviews. Also, most of the EWDs interviewed were not in management (power) positions and may have been inhibited in revealing any negative information regarding their employment experiences due to a fear of recrimination.

Race may also influence social interactions, such as during interviews (e.g. Lin, Dobbins & Farh, 1992), especially in SA with its legacy of Apartheid (Seekings, 2008). With a Caucasian researcher interviewing persons from other races, it is probable that some racial/cultural differences in communication during the interviews and interpretation of meaning from the interview transcriptions were misinterpreted or not considered and integrated into the results of the case studies.

Gender differences often exist during social interactions (e.g. Goldberg & Cohen, 2004). The primary data collection through one-on-one interviews was a social interaction between the researcher and participant. As such, the overwhelming representation of male participants (thirteen of the fourteen participants) in Company A may have influenced the interview dynamic and content, and thus account for different responses in comparison to Companies B and C (with a more equal gender participation ratio).

From this brief reflexive discussion on the researcher's and participants' roles in the research process, the reader should contextualise the results of the case studies. Although steps were taken to minimise major confounding of the results (such as guaranteed anonymity for participants, standardised interview settings and very detailed recording of the interview data and analysis), minor confounding can never be discounted from research. Any confounding of results may place a limitation on the research as a whole.

6.3 Limitations

A few limitations were observed during this study. Threats to validity and confounding variables may have influenced the results and must be considered in the interpretation thereof.

One threat to validity in attitude testing, such as with this survey and in the case studies, is that expressed attitudes and observed behaviour may not correlate (Wicker as cited in Sapsford, 1999). Thus, what a respondent reports as an attitude, may not necessarily translate into actual behaviour. A respondent can report, for example, that they would like to employ a person with a disability, but may not take any action in this regard. Also, construct validity can also be questioned in any unstandardised survey and case study designs.

It is important to point out that the findings from the survey sample may not represent the opinions and practices of all companies in SA. This threatens generalisability of the results of the samples to the population as a whole. When results cannot be generalised, external validity is compromised (Graziano & Raulin, 2000). Although the current sample size in the survey only yielded a response rate of 25%, this rate is similar to other online/email based surveys internationally (Sheehan, 2001; Kaplowitz et al. 2004; Hamilton, 2009) and in SA (Rohleder, 2008). Kerlinger and Lee (2000) warn that response rates to mailed questionnaires (or similarly, web-based questionnaires) are poor. However, with a smaller overall population of companies in SA, smaller sample sizes have to be accepted. Also, without official government backing (which was sought, but declined), response rate will be limited.

For the case studies, generalisability was never considered nor sought. Since it is in the cases' uniqueness (in having more EWDs than the general population) that the depth of information was found, generalisability was not a priority.

Self-selection bias may have confounded the results of the study. Almost all of the respondents in the survey indicated that they knew one or more PWDs. This may indicate a self-selection bias by persons that are familiar with PWDs. This can confound the results and may indicate more positive attitudes than would be the case in a more representative participant sample. Also, the overwhelming percentage of companies with EWDs in the sample may also be the reason for the willingness of these companies to have participated in the survey. This can further skew the results and may indicate better practices in the participating companies than in a more representative company sample.

Furthermore, selection bias may also have confounded the results of the case studies. Since many of the participants were approached and known by at least one senior manager, it may be that the more positive and outgoing participants were selected for the case study interviews. It may be that their responses are different from those in the company with more hidden disabilities or negative experiences.

Subject effects are another factor that can limit the results. Subject effects occur when test subjects behave differently under test conditions to how they would usually behave (Graziano & Raulin, 2000). Kerlinger and Lee (2000) relate that responses in mailed questionnaires (or similarly, web-based questionnaires) cannot be verified. Therefore, if participants want to appear to be good subjects (faking good), but also want to relate that their companies have good practices, this may result in more positive responses than is really the case. The use of anonymity in the survey should have limited most of the subject effects in the survey study. Subject effects in the case studies, however, have to be recognised as a possibility due to the lack of anonymity of the participants to the researcher.

Experimenter effects are a further possible limitation (Graziano & Raulin, 2000). From the selection of a non-standardised measure in the survey, to the survey design itself, to the case study interview schedules and interviews, and, finally, the result interpretations, the experimenter/researcher could have unintentionally confounded the results of the research. The researcher recognises this and also reflected on this in Chapter 3.

Three possible limitations were unique to the survey component of the study. The use of mostly non-parametric testing to investigate between-group differences in the survey may have created a type II error (Field, 2000). This means that some results may have been significant (i.e. there was a real difference between groups), but the null hypothesis was accepted (i.e. that there was no difference between groups). Secondly, one ranking question (question C.7.) in the survey may have yielded a confounded result. The ranks that were given by participants may have been directly related to the order of appearance of the ranking options given by the researcher. A better design would have been to randomly scramble the categories, as the software survey package is able to do this for every survey. Finally, it was a lengthy survey, which may have resulted in non-completion by some respondents.

There were some other challenges with the survey package software which limited the researcher's control over the survey design. The online survey package, although convenient, provided some hurdles in setting up the correct format for the survey.

There was no straightforward manner in which to obtain even spacing in matrix table columns, as HTML by default allocates space in columns based on the amount of text in each column. For example, if one answer option is "Strongly agree" and another is "Agree", then the first option would have a wider column space than the second. Couper (2008) found with his own research that unequal spacing between columns could create unintended bias towards the larger spaced columns. In the current research, some computer programming knowledge was needed and applied to obtain the desired look. One had to specify in each matrix column the width of each column and input became difficult.

The software package did not allow adding label text to text boxes to further specify what answer type was required. For example, if one wanted to ask for a specific date, one would want to label the text boxes YYYYMMDD for clarity. This was impossible.

If participants inadvertently closed the survey browser window, the survey concluded and recorded the survey as completed. By deleting the response (if the administrator can find it with the starting date and time of the participant) the participant can be re-invited on the same email address to complete the survey from the start. If, however, the participant follows instructions and chooses the "Save and Resume later" button, they can continue on the last completed page of their survey.

The existing style templates do not allow for the back/next/save buttons at the bottom of each page to be moved. It is preferable that the "next" button is right below the text in the prominent space. According to Dillman et al. (2009) the "swopping of sides from what is conventional in a web browser is very deliberate. The 'next' button is placed directly under the question on the left side of the page to make it more easily and quickly accessed by respondents and to encourage them to move forward through the survey" (p. 209).

Dillman et al. (2009) do, however, emphasise that consistency of style and page layout, and not necessarily the exact placement of any given button, are most important.

This section related limitations of the study, but also how the limitations were addressed or considered during the reporting of the results. The final section of this document will make recommendations based on the survey results and conclusions.

6.4 Recommendations

Recommendations will be made by relating recommendations from companies, conclusions from findings, as well as other literature. Finally, recommendations for future future research will conclude the section.

6.4.1 Company- and job type recommendations

From the survey and case study results, it seems that certain company and job types facilitate PWD employment. From the survey, it was found that larger companies seemed to offer more job opportunities and case study participants mentioned that larger companies had a greater variety of job titles for PWDs to choose from. This study's results and literature (Domzal et al., 2008; Levy et al., 1993) have shown that larger companies offer more job opportunities in general, and PWDs are therefore more likely to be hired by them. PWDs are therefore encouraged to also apply to larger companies.

Case study participants also mentioned that office-based jobs seemed to present the easiest environments to accommodate PWDs. What is clear, however, from Chi (1999) research is that PWDs need not only be confined to administrative jobs, but that essential functions of a job and a candidate's abilities and qualifications should rather dictate job suitability. The Technical Assistance Guidelines on the Employment of People with Disabilities (TAG) (SA DoL, 2007) also says that selection practices should be centred on "inherent requirements and essential functions of the job" (p. 26).

More flexible job descriptions for EWDs may increase PWD integration and the quality of their employment at companies, according to some case study participants and literature (Schur et al., 2005; Smit, 2001).

6.4.2 National- and company policy recommendations

In terms of facilitating factors in PWD employment, participants in the survey felt that both an incentive (in the form of a tax break), as well as a requirement (in the form of legislative force/quotas) should be used to encourage PWD employment. This facilitator was repeated as a recommendation by some case study participants on integrating PWDs into SA companies. Literature further suggests that accountability and adherence to policy should be enforced through appropriate legislation (Westmorland & Williams, 2002). Burkhauser and Stapleton (2004) note that a reduction of accommodation costs to employers (mainly through state subsidy) and increased policing on compliance to policy are necessary to increase employment rates for PWDs. The SA government has established quotas for PWDs in certain types of companies, but it is recommended that greater policing of quotas take place. Currently there are only

financial incentives for learnerships for PWDs (Fasset, 2012). Financial incentives in the form of tax breaks and grants for employing and accommodating PWDs can also be made available and known to companies.

The association between greater numbers of EWDs and the presence of disability policy, from both the survey and case study companies, suggests that disability policy in a company can facilitate PWD employment. The case studies also showed a need to translate policy into clear guidelines and practices in the company. Literature suggests that appropriate disability policy, all the way from government to company policy, needs to be developed through collaboration and enforced/refined further for any given application (Westmorland & Williams, 2002). The process of policy development should always include consultation with PWDs (Westmorland & Williams, 2002). Simkiss (2005) identified that a plan to influence disability policy must be established by companies. Formal and defined management plans should be established with regards to EWDs (Westmorland & Williams, 2002).

6.4.3 Recommendations for top management

In the case studies, participants argued that making a business case for employing PWDs would facilitate greater PWD employment and integration. The survey participants confirmed that information on the impact of disability on job performance could be useful for integrating PWDs into their companies. Management can reinforce that EWDs are an asset to the company by referring to research on job performances of EWDs. In order to achieve greater management commitment, case study participants recommended that sensitisation should also be aimed at management. For example, top management should be exposed to employee feedback and EWDs themselves to observe first-hand that EWDs can be competent and contributing employees. Literature also confirms that sensitisation of management with regards to PWDs and their potential as employees will help integrate PWDs (Schur et al., 2005; Smit, 2001).

A lack of top management commitment to, and communication on, disability was mentioned as a negative factor in PWD integration by some in the case studies. The commitment of top management to diversifying their workforce is important to PWD integration (Schur et al., 2005; Westmorland & Williams, 2002). Not only is it recommended that top management be committed to PWD integration, but also that this commitment is communicated throughout the company to all employees.

Some case study participants also recommended that EWD representation at top level management would sensitise and force management to deal with disability in the company. Literature confirms that executives with higher than average exposure to EWDs were more positive in their attitudes toward PWDs (McFarlin et al., 1991). In the work setting, higher levels of contact, especially with PWDs of “equal status” (Novak & Rogan, 2009, p. 31), was associated with a more positive attitude from co-workers.

6.4.4 Recruitment recommendations

Active recruitment strategies, such as job targeting and inviting PWDs to apply, would facilitate integration, according to case study participants. Case study participants also felt that realistic and careful target setting for certain job types and levels would be the best way to increase PWD recruitment. The development of a targeted recruitment plan was identified in the survey as helpful for PWD recruitment.

Targeted recruitment was also suggested by the literature (BBI, 2011b). Recruitment strategies should include specific and concrete goals and strategies for designated groups (BBI, 2011b). The recommendations for job targeting will therefore be adopted from case study participants who mentioned that it should be a planning tool and not restrict PWDs to certain positions only. One EWD also warns that targeting PWDs for entry level or specific jobs to obtain a quota only is not utilising or recognising the variety of skills that they may possess.

Recruitment agencies still seem to be the best medium for companies to find PWDs and for EWDs to find a job, according to many participants in the case studies. Survey participants also felt that the use of a specialised recruitment agency would facilitate PWD recruitment. The use of recruitment agencies is therefore recommended to increase recruitment success of PWDs, despite the difficulties that some participants related in their experiences with recruitment agencies. Literature also recommends that community services for PWDs and specialised recruitment agencies should work in partnership to ensure optimal placement for PWDs (Smit, 2001) and that a “fully integrated and co-ordinated service” (Robinson, 2000, p. 253) is needed between job providers and employment services for PWDs.

First impressions by PWDs in job interviews can influence their employment success. From the survey, respondents felt that PWDs should exhibit intelligence, good communication and social skills for even an entry-level job. It was further reported that first impressions carried more weight for job applicants with a disability, especially for applicants with psychiatric or intellectual disability. From the case studies, participants felt that it was critical for a PWD to make a good first impression and exude confidence in their job interview to provide a supplement to their CV. Hayes and Macan (1997) also found that the applicant’s presentation and manner during a job interview could influence the hiring decision. It is therefore recommended that PWDs develop their interviewing skills in order to leave a good first impression. PWDs can further develop good non-verbal communication skills to improve interview success, according to Wright and Multon (1995).

Some EWDs in the case studies recommended that PWDs should not mention their disability on their CV. Rohmer and Louvet (2006) also found that it could have negative consequences to mention disability on a CV. It is therefore recommended that PWDs at least focus on presenting their skills and qualification in their CVs and to consider excluding their disability status from this document.

From the case studies, it was recommended that hiring agents at companies should be sensitised or prepared for PWD job applicants. They should focus on the abilities that the applicant may have. HR can also facilitate PWD recruitment by suggesting and advising a supervisor on if and how PWDs can be found for a vacancy. HR should also ensure a proper ability-job fit for all PWD recruits, because positive correlations were found between good job-matching status and employer satisfaction with an EWD (Smith et al., 2004). The utilisation of disability-friendly recruitment/selection procedures may also increase recruitment success (Smit, 2001).

Internships for PWDs were suggested by the survey and case study companies. Internships were perceived as a facilitators for the employment of PWDs by survey participants, and were also suggested by

case study participants as a means to increase PWD recruitment. Schur et al. (2005) further suggested training potential candidates through internships. Case study participants made several suggestions on how to improve learnerships in order to integrate PWDs. These provide the basis for recommendations on internships for PWDs. That said, standard learnerships should also target PWDs, rather than having separate PWD learnerships only. Learnerships must be geared towards actual employment goals and skills, and should be aligned to future job requirements. Proper accommodation should be planned and ensured beforehand. A job coach for learners in the company may also provide a valuable outlet and education for EWDs to be integrated into the wider company mould.

6.4.5 Awareness raising and sensitisation recommendations

Disability awareness raising and sensitisation training for all staff were perceived as a facilitator for hiring PWDs by survey companies, and were also recommended for better integration of PWDs nationally. Awareness raising was recommended for managers and staff by the survey and case study participants as useful and necessary for PWD integration. Disability sensitisation and awareness training of all employees and recreational contact with PWDs are further recommended in literature (Schur et al., 2005).

In terms of the recommended content of awareness/sensitisation training, the suggestions from the case study participants will be adopted. Awareness raising on different types of disability and challenges faced by PWDs must take place in the company. Cognisance should be taken of the diversity of disability and personality types of PWDs. The skills and abilities of EWDs can also be promoted, according to case study participants. Sensitisation by a consultant with a disability can help by teaching employees to relax and be comfortable with EWDs.

Other recommendations on awareness raising have also been made in literature. Educational opportunities for companies with regards to integrating PWDs should be developed on national and local level (Westmorland & Williams, 2002). Collaboration and communication between government, NGOs/DPOs and companies must be encouraged (Westmorland & Williams, 2002). Educational institutions should also include disability sensitisation training workshops in their educational options (Westmorland & Williams, 2002).

Awareness raising and acknowledgement of EWD abilities can also help improve corporate culture, according to case study participants. Corporate culture can facilitate or inhibit PWD integration, according to many case study participants. In order to improve corporate culture, a culture with core values such as “acceptance and inclusiveness, tolerance and cooperation, and mutual respect and support” (Klimoski & Donahue, 1997, p. 126) can help EWD integration. Westmorland and Williams (2002) also believe that a positive organisational culture of open communication, willingness to change and accommodation, can help integration. The Burton Blatt Institute recommends that an inclusive culture be fostered through management, peer support, inclusive recruitment and accommodation practices (BBI, 2011a). Using other minority integration measures that proved successful in the past in socialising the culture can also be useful, according to some case study participants.

Actual interaction with EWDs can facilitate integration, according to many case study participants. Actual interaction should improve knowledge and acceptance of PWDs, according to literature (McDougal et al., 2004; Stachura & Garven, 2007; Yucker, 1988). Positive EWD traits will also mediate actual interaction and further facilitate integration, according to interviewees.

EWDs themselves can share responsibility to raise awareness by sharing their challenges and experiences in the company. A collective voice for EWDs may further help integration, according to case study participants. Employees with disabilities should mobilise into a forum for employment as well as be more aggressive in marketing their skills to companies. This was similarly suggested by Schur et al. (2005). Case study participants added that internal communication channels could be utilised by EWDs to sensitise employees on the experiences of EWDs in the company. Disclosure of disability can be helpful in raising awareness on the challenges and needs of EWDs, as well as planning for accommodations, they point out. Dalgin and Billini (2008), however, caution that PWDs with hidden disabilities may want to consider what they disclose – and when they disclose it – to employers.

6.4.6 Accessibility and accommodations recommendations

Accessibility is recommended as a facilitator and prerequisite for integrating PWDs into companies. Case study participants said that an accessible environment was not only necessary, but would facilitate the integration of PWDs into companies. It was further recommended that companies ensure accessibility prior to recruitment of PWDs. Accessible transport would facilitate the integration of PWDs into the labour market, according to both participants and literature (Seirlis & Swartz, 2006). Accessibility audits can improve and help plan for accessibility improvements. An accessibility audit can be performed and necessary adjustments made, and must be budgeted for by organisations (Smit, 2001). Accessibility efforts can be focused on areas where PWDs frequent, according to case study participants.

Although some respondents in the case study also indicated that EWDs could guide accessibility planning, there are readily available universal design standards that can guide companies on ensuring accessibility. For example, collaborative organisations, such as the Global Universal Design Commission, Inc. (2009) in the USA, have drafted standards on universal design for the built environment. Social services agents can also provide knowledge with regards to functional adaptations needed in the workplace (Klimoski & Donahue, 1997). Moreover, there are accessibility checklists available per disability type (see for example Smit, 2001) to help guide employers on ensuring physical and structural access to all their PWDs.

It is recommended that a clear company policy be adopted to govern reasonable accommodations, as was found in the case study companies. The Code of Good Practice and Technical Guidelines (SA DoL, 2002; SA DoL, 2007) can be consulted for this purpose. A central company-wide budget for accommodations would help manage accommodations and also encourage greater disability disclosure, according to case study participants. Keeping records of accommodations for planning and reporting purposes is also recommended. This is due to the need for information about the additional costs associated with accommodating a PWD that was identified by survey participants. It can also counter the ignorance regarding accommodation practices and costs, as identified by case study participants.

Accommodating EWDs goes beyond just ensuring environmental access, as was clearly shown by the case studies. Accommodations for less obvious disabilities and accommodations other than physical access should be considered. Case study participants recommended that accommodations such as job load alleviation, additional assistance and flexi-time may help PWDs. In terms of accommodating a person with an acquired disability, job descriptions can also incorporate reasonable accommodations and flexibility in job execution (Schur et al., 2005; Smit, 2001). The process of accommodation and integration of EWDs would be further facilitated if EWDs shared their disability needs and disclosed their disabilities, according to case study participants.

6.4.7 Advancement recommendations

Advancement opportunities should be afforded to PWDs equitably. Flexible and proper accommodations can ensure future advancement for PWDs, according to case study participants. It was recommended by case study participants and literature (Schur et al., 2005; Smit, 2001) that standard job descriptions may be adjusted and tailored to suit the abilities of the EWD. This may lead to better performance evaluations and chances for advancement. Schur et al. (2005) suggest that recognition of achievement of all employees (including those with disabilities) can help PWDs.

Career training and sensitisation of managers can help advance EWDs in the company. The company can use different mediums to inform EWDs more on accessible training opportunities available, according to case study participants. The attitudes of managers and supervisors may sometime prevent EWDs from obtaining advancement in the company. Managerial sensitisation and support is therefore critical for advancement. Case study participants felt that sensitisation and education of colleagues and management was needed to improve the chances of EWDs being advanced in the company.

Ultimately, though, advancement of EWDs should be based on qualifications and performance, as with any other employee, according to some case study participants. Any other motivation will only undermine their positions and respect in the company. Colella et al. (1997) confirms that both higher and lower performance ratings than those which are deserved do PWDs a disservice.

6.4.8 Recommendations for future research

The following recommendations can also be made for future research endeavours.

For the survey, a bigger sample size would be ideal in future studies, especially when testing many variables in a survey. A bigger sample would increase the chances of using parametric testing for between group differences. A bigger sample size could be achieved by obtaining governmental endorsement, or even governmental drive, for the study. The population of businesses can also be expanded to include non-listed companies, government institutions and smaller businesses.

More standardised measures on general attitudes towards PWDs in work settings also need to be developed and/or standardised for developing countries. Perhaps a standardised measure, such as the ATDP (Yuker, 1986) or SADP (Antonak, 1982), could supplement a general survey on disability at work in order to compare general attitude with specific intentions/actions.

One survey question can also be improved. What the survey neglected to ask was for the respondents to rank the usefulness of information when hiring PWDs from most to least useful. The survey only asked respondents to indicate whether each individual option would be useful. It is recommended to include this measure in subsequent surveys.

Investigations within one or more companies on the treatment of employees with and without a disability can also reveal more knowledge on corporate culture in SA companies. Others have done this in the USA, for example Schur et al. (2009) in a study of the quality of employment for workers with and without a disability. A multi-national company could perhaps be explored on one or more disability employment themes. A comparison within the same multi-national company, but from responses in different countries, would yield a very interesting cross-cultural investigation.

A narrower focus on each of the individual themes explored in the survey and case studies can also prove valuable. For example, a study on the types of sensitisation training and their efficacy in companies on PWD integration could be useful. Alternatively, focusing only on recruitment or advancement experiences in either a survey or case study could provide more in-depth knowledge on these specific themes.

In terms of the method of participant selection in the case studies, it is further recommended that more PWDs with disabilities other than physical and sensory disabilities be included. Also, in the current study, a HR manager identified known EWDs that he/she thought would participate in the interviews. This could potentially lead to selection bias and also exclude EWDs with hidden disability or perhaps even disgruntled EWDs. It was initially planned that employees must indicate willingness to participate directly via email or phone to the researcher, and not directly to the HR manager. This would have reduced threats of forced participation and increased anonymity and confidentiality. However, when working with company research, a compromise between what the researcher ideally wants and what the company is willing to disclose needs to exist (Eriksson & Kovalainen, 2008). Future researchers must recognise that company research can present problems with accessing a representative population.

Again, the complementary use of quantitative and qualitative methodologies yielded a wealth of information. If time and finances allow, this is recommended for future studies as well.

6.5 Final remarks

In conclusion, the great majority of participants in the sample and case studies agree that PWDs should participate in the open labour market. The fact that the survey and case study companies were also satisfied with the job performances of their EWDs provides research evidence that EWDs can be integrated into, and contribute towards, an organisation's productivity. This study provides evidence that EWDs can be productive employees, with good co-worker relationships and mostly reasonable and low-cost accommodation requests. Making a business, and not a charity, case for PWD employment can encourage the open labour market to employ PWDs, but also affirm the abilities of PWDs to contribute to the open labour market.

Better enforcement of national disability policy and clear company policy can help integrate PWDs into SA companies. Companies can improve their disability practices, accessibility and accommodation

processes, which should lead to better work place preparations and integration. Finally, through actual contact, awareness raising and sensitisation, the understanding and acceptance of PWDs can increase in companies. This can contribute to better representation of PWDs in the SA and worldwide labour market.

7 References

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