



## **Research on the Method for Promoting the Employment of Disabled Persons by Small and Medium Size Enterprises**

### **(Research reports No. 114) Summary**

#### **[Keyword]**

Small and medium size enterprises, Vocational support institution, Current status of support / employment, Methods for promoting the employment of persons with disabilities

#### **[Usage of this report]**

What can be done in order to revive the employment rate of persons with disabilities which has stagnated within small and medium sized Enterprises?

In this research, in addition to a survey of companies, an employment/vocational support institution survey is performed for the purpose of performing a diversified analysis and in order to propose methods to small and medium sized enterprises regarding the promotion of the employment of persons with disabilities.

We hope that this research will be used effectively in combination with easily understandable pamphlets by small and medium sized enterprises and support institutions for the promotion of the employment of persons with disabilities.

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National Institute of Vocational Rehabilitation

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## 2. Research Period

FY2010 to 2012

## 3. Composition of the Research Report

Introduction

Chapter 1 Current condition and issues regarding the employment of persons with disabilities within small and medium enterprises – Company survey-

Chapter 2 Current condition and issues regarding the employment of persons with disabilities within small and medium enterprises – Support institution survey-

Chapter 3 Considerations and conclusions

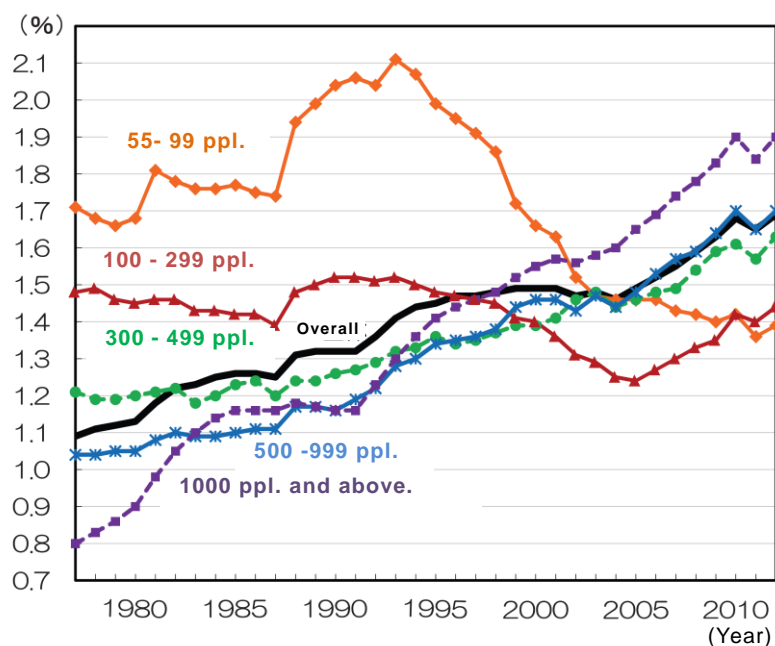
Documents

## 4. Research Background and Purpose of Research

Within the number of employed persons with disabilities in Japan, the 2012 total actual employment rate, along with the total number of employed persons with disabilities is at a record high. However, when looked at based on company size, the rate has fallen below the peak high in 1993 (Small and medium sized enterprises with less than 299 employees) and has continued to decline until the present day, with a reverse phenomenon occurring in the early 2000's. On the other hand, progress has been made in the past 10 years with the establishment of Employment and Life Support Centers for Persons with Disabilities locations which provide

intergraded vocational support, and changes have been made by which the vocational support performed in the welfare sector is shifted to be performed based on the Law for Services and Supports for Persons with Disabilities.

From this background, the goal of this study is to analyze and grasp both the recognition of the current situation and issues relating to the employment of persons with disabilities with companies, as well as vocational support at employment / vocational support institutions, and specify future methods for promoting the employment of persons with disabilities.



**Trends for the actual employment rate of persons with disabilities based on company size**

## 5 Method

### (1) Establishment of Research Committee, etc.

For the purpose of promoting this study, a research committee has been established. This committee has been of assistance with the promotion of this research, such as the viewpoint of the study, substantiation of research information, and interpretation of the research design and results. Also, in order to gain a wide range of insight into the most recent trends of the employment of persons with disabilities by small and medium sized enterprises, advice was sought from specialists in various fields including support for persons with disabilities, company support, and special support education, etc.

### (2) Company Survey, etc.

A survey was conducted in order to learn more about consciousness regarding the current status of the employment, as well as employment opportunities, of persons with disabilities within companies, issues/restrictions and reason for establishment relating to the employment of persons with disabilities.

A survey was sent to 4,858 companies that regularly employ between 56 and 999 people. A reply was received from 1,496 companies (30.8% recovery rate).

Also, for the purpose of considering any unknown actual circumstances and background, Interviews were conducted involving twenty companies selected based on company size and experience employing persons with disabilities.

### (3) Survey of Employment/Vocational Support Institutions, etc.

A survey was conducted in order to learn more about companies and disabled person's consciousness regarding issues and reasons for establishment relating to the employment of persons with disabilities, as well as the actual conditions and emphasized support details for users of employment/vocational support institutions.

A survey was sent to 2,694 locations including Employment and Life Support Centers for Persons with Disabilities, Work Transition Support Providers, as well as vocational support institutions independently establish by local governments, and 1,325 replies were received (49.2% recovery rate).

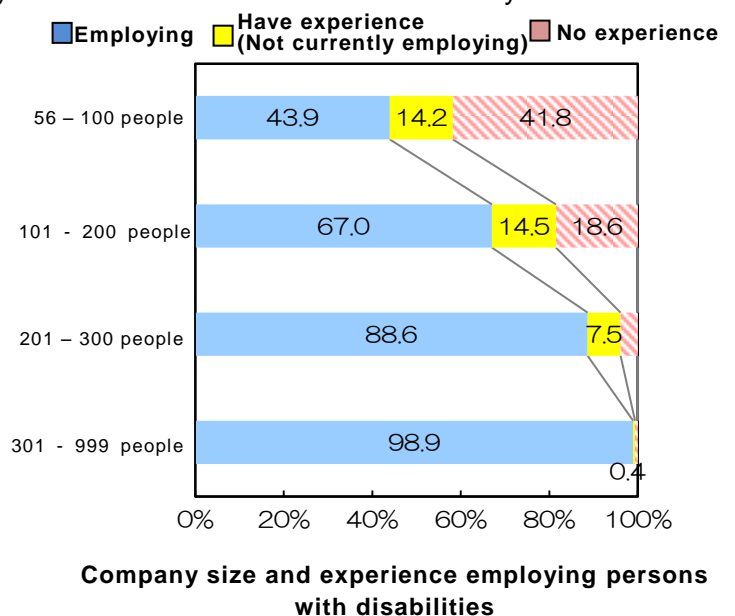
Also, for the purpose of considering any unknown circumstances and background, Interviews were conducted involving 21 institutions that were categorized based on the number of supported companies and the size of applicable companies.

## 6 Summarized Results of the Study

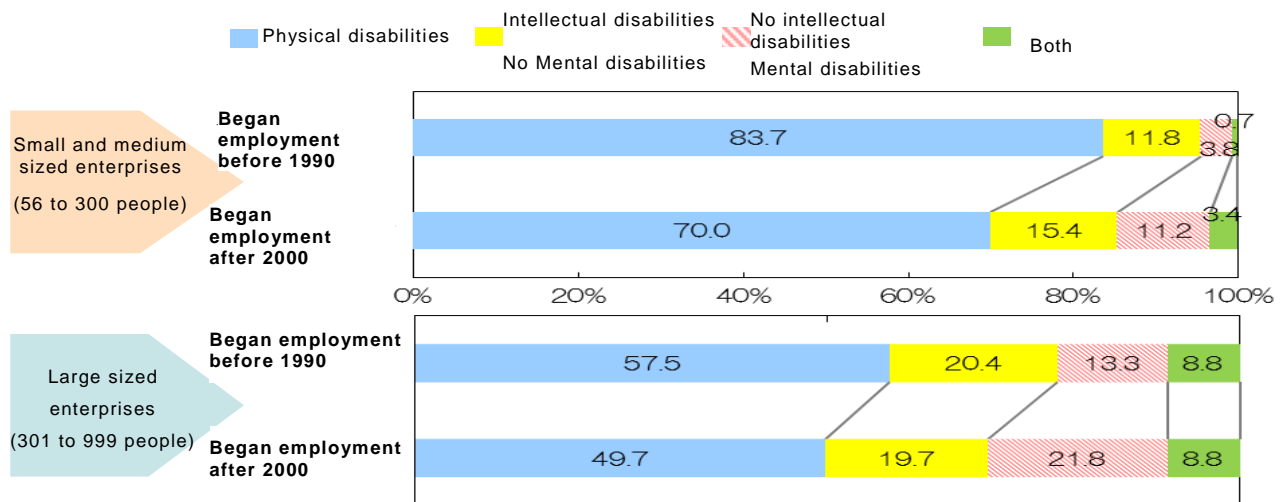
### (1) Circumstances Surrounding the Employment of Persons with Disabilities by Small and Medium Sized Enterprises

The results of the company survey indicate that over 30% of small and medium size enterprises (Companies employing 56 – 300 people) do not currently employ persons with disabilities, and over 40% of companies employing less than 100 people have no past experiences whatsoever.

Companies that are currently employing persons with disabilities have been divided into “Employing persons with physical disabilities only” (Not employing persons with intellectual or mental disabilities), “Employing persons with intellectual



disabilities but not mental disabilities”, “Not employing persons with intellectual disabilities but employing persons with mental disabilities”, and “Employing persons with both intellectual and mental disabilities”. When separated and compared based on time of employment, it has been indicated that 1. The ratio of small and medium sized enterprises that employ persons with intellectual and mental disabilities is less than that of large companies and 2. Out of companies that have recently begun employing persons with disabilities, the ratio of companies that employ persons with intellectual and mental disabilities is high.



**Employment period for persons with disabilities and type of disability**

Based on the above, it is argued in this study that it is necessary, with a focus on the employment of persons with intellectual and mental disabilities, to approach small and medium sized enterprises, as well as companies that do not currently employ persons with disabilities and companies that only employ persons with physical disabilities, in order to promote the employment of persons with disabilities.

## (2) Status of Support at Employment/Vocational Support Institutions

Within the employment / vocational support institutions survey, we show thirty items representing support performed at support institutions for persons with disabilities as well as companies, ask the degree of importance by four sections, and try to categorize them using factor analysis.

This has resulted in the following five factors; (i) Items related to employment / Settling into employment (Factor name “Settling into employment”) (ii) Items related to disabled person’s job search (Factor name “Disabled person’s job search”) (iii) Items related to the preparation to accept disabled persons at companies (Factor name “Preparation to accept disabled persons at companies”) (iv) Items related to the life of disabled persons (Factor name “Life of disabled persons”) (v) Items related to ability development of disabled persons (Factor name “Ability of disabled persons”)

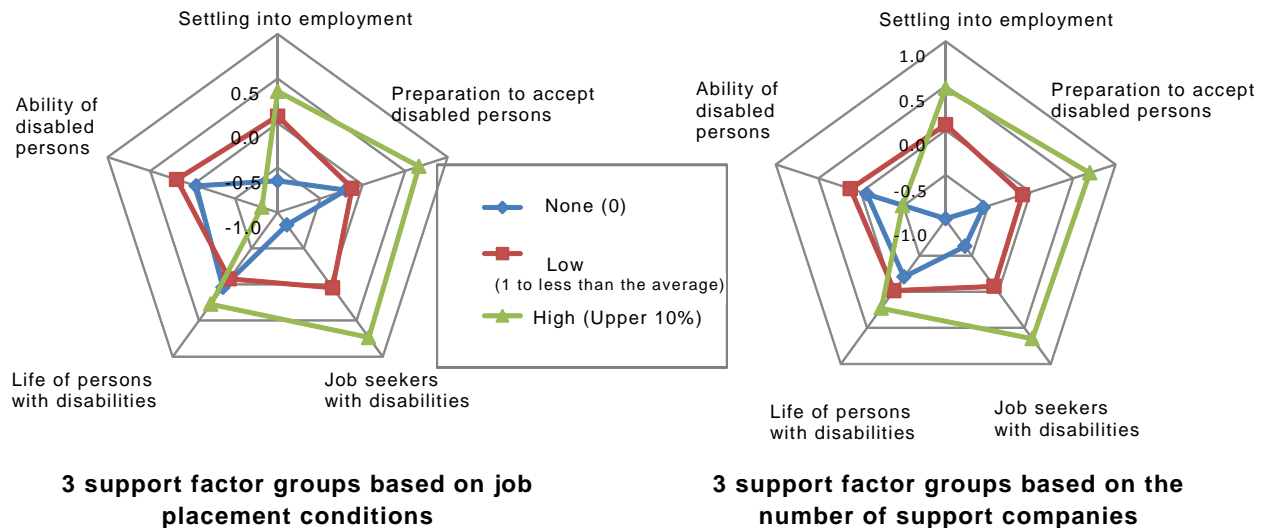
An analysis was also performed regarding the trends relating to the types of support institutions and the type of disability of main users, as well as support results, etc.

In this summary, we present analysis results mainly based on support results.

Within all employment / vocational support institutions that replied, based on the variation in the number of job placements in one year, and when compared based on three groups (“High” (top 10%), “Low” (1 to less than the average) and “None”), a trend was seen whereby “Preparation to accept disabled persons” and “Job seekers with disabilities” in the “High” group was remarkably high, and “Ability of disabled persons” and “Life of persons with disabilities” in the “None” group was also high.

Also, when the same comparison was performed on the number of support companies within one year, a trend was seen whereby everything except “Ability of disabled persons” was high in the “High” group, and all five items within the “None” group were low.

Based on the above, it is argued in this research that support for the matching of persons with disabilities and companies is important.



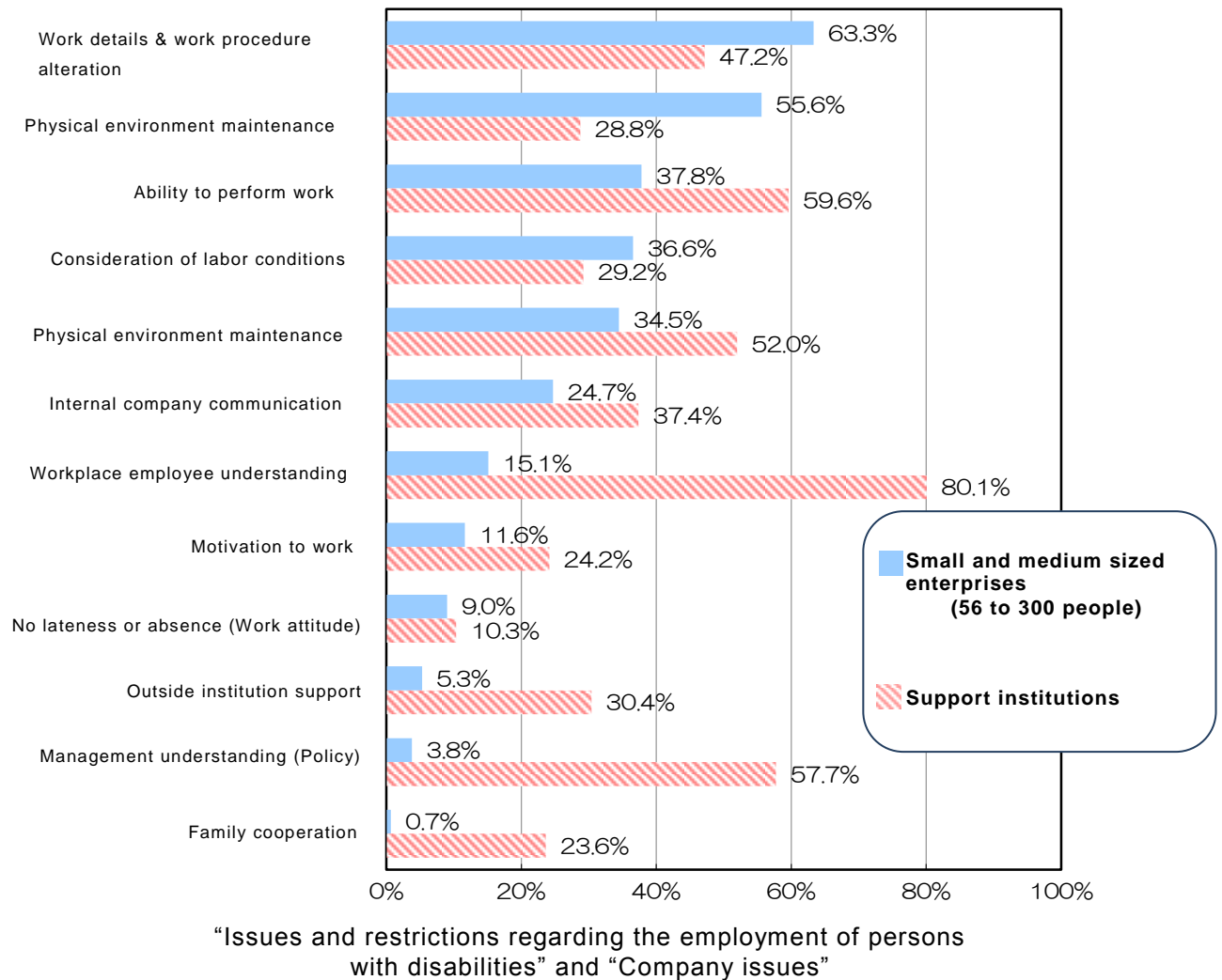
Also, it has been made clear from the hearing survey that employment / vocational institutions of both “High” groups attempt to understand company’s way of thinking and deliberate the advantages to not only persons with disabilities, but also to companies.

### (3) Issues Regarding the Employment of Persons with Disabilities by Small and Medium Sized Enterprises

A company survey of “Issues and restrictions regarding the employment of persons with disabilities”, and an employment/institutional survey of “Company issues from the point of view of institutions” were conducted with common choices to select from. Small and medium sized enterprises felt the importance in the order of “Work details and procedure alteration”, “Physical environment maintenance”, and “Ability to perform work”, whereas results from employment / vocational institutions were significantly different, which were in the order of “Understanding of workplace employees”, “Ability to perform work”, and “Top management policies”.

One of the reasons for this difference could be that while small and medium sized enterprises assume persons with physical disabilities, employment / vocational institutions assume persons with intellectual or mental disabilities are the main users of these institutions.

It can be said that for small and medium sized enterprises to consider the employment of persons with intellectual and mental disabilities, it is important for them to focus on issues that are emphasized by employment / vocational support institutions such as “Understanding of workplace employees” and “Top management policies”. Also, in order for employment / vocational institutions to be involved in small and medium enterprises, it is necessary to keep in mind that issues emphasized by small and medium enterprises, such as “Work details and procedure alteration” and “Ability to perform work”, may apply when employing persons with intellectual and mental disabilities.



#### (4) Methods for Promoting the Employment of Persons with Disabilities – Issues That Should be addressed by Small and Medium Sized Enterprises

Four recommendations have been made regarding issues that should be addressed by medium to small sized enterprises, including, “Understand persons with disabilities as a work force”, “Ensure opportunities to interact with local support institutions”, “Appoint a key person and form a company-wide consensus”, and “Ensure opportunities to encounter with persons with disabilities.”

##### a. Understand Persons with Disabilities as a Work Force

A condition exists whereby small and medium sized enterprises employ mainly persons with physical disabilities, and are not fully aware of the possibility of utilizing persons with intellectual and mental disabilities.

Along with professional information from support institutions, as a more accessible source of practical information, it is effective to learn from the experience of people connected to local companies regarding character and vocational issues of persons with disabilities.

##### b. Ensure Opportunities to Interact with Local Support Institutions

There are various reasons to begin employing persons with disabilities, including cases involving the continued employment of employees that have become disabled as a result of an accident or disease, however, in a future environment with companies competing to secure persons with disabilities, it will be more important to enlist the help of support institutions in

order to perform pre-adjustment and follow-up. Support institutions attempt to further understand current conditions and values within companies, and this kind of interaction with support institutions is effective.

c. Appoint a Key Person and Form a Company Wide Consensus

In the employment of persons with disabilities, it is important to appoint a key person who can persuade top management and form a company-wide consensus that the employment of persons with disabilities brings the company benefits and that the existence of persons with disabilities in the workplace is also pleasant to co-workers.

The key person will also be counted on to act as a point of contact for continuous communication with support institutions.

d. Ensure Opportunities to Encounter with Persons with Disabilities

There are a number of cases involving persons with disabilities being easily employed after being seen up close, including a case whereby a business owner that visited Work Transition Support Providers was surprised by the high ability of the facility users and quickly made a hiring decision. There are also cases involving a disabled person progressing to work experience, displaying strengths, then being employed full-time after it was previously thought to be impossible. Taking the opportunity to encounter with persons with disabilities on a regular basis is an effective way of deepening understanding and being flexible regarding the employment of persons with disabilities.

Past cases relating to the above recommendations include; 1. Saitama Support Center for the Employment of Persons with Disabilities conducting effective information dispatch as a public facility specializing in employment support for persons with disabilities 2. Due to workplace training acceptance, a key person with a passion for the employment of persons with disabilities was able to persuade the company president and realize the establishment of a Special Subsidiary Company (Oyama Dream Ltd.) (In case that an employer establishes a subsidiary company which gives special consideration for employing persons with disabilities in order to promote and stabilize their employment, and fulfills certain requirements, the workers employed at the subsidiary can be deemed to be employed by the parent company for calculating the employment rate.) 3. “Seafood”(yūgen kaisya; limited company) approaching other companies and being active in local communities as a member of small and medium sized enterprise groups, as well as directly employing persons with disabilities.

(5) Methods for Promoting the Employment of Persons with Disabilities – Issues that Should be Addressed by Employment/vocational support institutions

Issues that should be addressed by employment and vocational institutions include; “Understand small and medium sized enterprise’s way of thinking”, Understand the benefits of employing persons with disabilities”, “Effectively communicate with other support institutions”, and “Further Improve matching accuracy”.

a. Understand Small and Medium Sized Enterprise’s Way of Thinking

Understanding and sympathy from top management and workplace employees is important in the employment of persons with disabilities, however, clear understanding of small and medium enterprise’s way of thinking values is also essential. Using a former company employee as support staff is one method for achieving understanding of the socially accepted manners within a company, however, visiting companies in order to deepen understanding is also possible.

b. Understand the Benefits of Employing persons with Disabilities

It is important to be able to explain the benefits that persons with disabilities bring to a

company and not only the legal and social responsibilities. It is necessary to understand that the benefits of employing persons with disabilities include not only a disabled person's personal productivity, but also the realization of increased productivity of the general workplace as a result of work process review, as well as the positive influence in the workplace and toward other employees. Familiarization with support systems such as Trial Employment Program and subsidies is desired for the purpose of explaining the above to companies.

c. Effectively Communicate with Other Support Institutions

Comments regarding no knowledge of what kind of local support institutions exist, or complications involved in understanding what kind of features are available, are often heard from companies. It is important to be able to explain the arrangement of role sharing and support flow between local support institutions to companies in an easily understandable way.

d. Further Improve Matching Accuracy

The effectiveness of support for matching persons with disabilities and companies has been shown, however, in order to perform even more accurate matching, it is important to have a detailed understanding of the needs of both persons with disabilities and companies as well as provide information as needed. In order to gain a detailed understanding of the needs of companies, it is necessary to take advantage of various opportunities to visit companies and confirm the work environment. Also, in order to adequately convey to companies the strengths and necessary points of consideration of persons with disabilities, it is also effective to create a "Personal record" which reflects personal requests and opinions regarding support institutions.

Past cases relating to the above recommendations include; 1. Formation of an effective local support network by Yokkaichi and Hiroshima Employment and Life Support Centers for Persons with disabilities through the creation of a "Support guide"; 2. Promotion of the employment of persons with disabilities by Tsugaru Employment and Life Support centers for Persons with disabilities through one stop company support by way of a support network and "Personal record".

(6) Remaining Issues, etc.

The importance of support for matching persons with disabilities and companies is the emphasized conclusion, however, the current state of training to develop the various abilities of persons with disabilities, the development of human resources for the purpose of increasing a company's self-solving ability, and the imbalance between the number of companies and support institutions, have been left as issues that need to be considered in hereafter.