



Research on Employment Management of Persons with Mental Disabilities

(Research Reports No.109) Summary

【Key Words】

Persons with mental disabilities, Employment management, New employment, Return to work, Supporting organization

【Usage of This Report】

According to research, targeting business offices, the employed persons with Mental Disabilities and supporting organizations, this report provides information related to know-how of employment management of persons with Mental Disabilities (including people who return to work through a leave because of mental health problem). “Guidebook for employment of persons with mental disabilities” prepared based on research result is expected to be utilized for employment of persons with Mental Disabilities at business offices.

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2. Research period

2010 to 2011

3. Composition of the research report

Chapter 1. Office survey

Chapter 2. Individual survey

Chapter 3. Supporting organization survey

Chapter 4. Conclusion and discussion

4. Background and purpose of research

The holder of Mental Disabilities Certificates become a subject to calculation of the actual employment rate, and employment of persons with mental disabilities had been increasing gradually. However, know-how of employment management is needed so that the business owner utilize employment of persons with mental disabilities without any anxiety to achieve further promotion and stabilization of employment of persons with mental disabilities in manners such as preparing a guide book for the business owner.

When such guide book is prepared, we should assume that many business offices will utilize employment of persons with mental disabilities, and check the availability of know-how of employment management shown in previous studies to implement at many business offices which have different job and working environment, and explore the possibility of other know-how of employment management. In addition, the importance of supporting organization has also been indicated for employment management of persons with mental disabilities. Therefore, we should comprehend the actual condition of use at supporting organization. Furthermore, what are needed for employment of persons with mental disabilities are considerations including measure for person who is on leave because of mental health problem, and opinions from employed persons with mental disabilities and supporting organizations.

In this research, we collect and organize know-how of employment of persons with mental disabilities and prepare the guide book for the business owner through the study including the above specified points.

5. Method

(1) Questionnaire research

Research in the business office:

Question items related to New employment and Return to work were prepared, targeting total 1,019 of business offices that can be expected to being actively applying employment of people with disability including special subsidiary, and major companies that can be expected to have many people who are on leave to comprehend the matters to be considered for employment management of persons with mental disabilities and the actual condition of the use by supporting organizations.

Personal research: Two types of questionnaire, which are for new employee and for persons who return to work were prepared, targeting persons with mental disabilities (including people who return to work) enrolled in business office subjected to the research, to comprehend considerations from business office and others.

Research in supporting organization:

Question items related to New employment and Return to work were prepared, targeting local vocational rehabilitation centers for persons with disabilities (hereinafter referred to as “Local centers”), Employment and Life Support centers for Persons with disabilities (hereinafter referred to as “Supporting centers”) and Work Transition Support Providers to comprehend the actual condition of supporting from the business owner related to employment of persons with mental disabilities.

(2) Hearing survey

Hearing survey conducted by telephone or visiting, targeting the business offices, employee with mental disabilities and supporting organization that were subjected to the questionnaire research and cooperated this hearing survey.

6. Summarized results of the study

(1) The response rate

Responses were able to be collected as shown below;

In research at the business office, 308 offices gave their responses (the rate of collection is 30.2%); in personal research, 103 responses of For new employees and 8 of For person who returns to work were collected; in research at supporting organizations, 43 of Local centers (the rate of collection is 82.7%), 158 of Supporting centers (the rate of collection is 64.2%) and 390 of Work Transition Support Providers (the rate of collection is 40.2%) gave their responses.

(2) The implementing condition of matters to be considered shown in research at the business offices (items related to new employment)

We presented 35 items related to artifices and considerations of employment management that were

prepared by reference to the previous research to 155 of the business offices that have experience of new employment of persons with mental disabilities. This showed that 20 items of them were conducted in 70 % or more business offices (including conducted with placing emphasis) and only 5 items had 50% or less of the conducting rate (Refer to Figure 1 at document tail). Many business offices subjected to this research seem to be active for employment of people with disability, although cautious consideration is necessary to say that the condition of general business offices are same as such business offices, items that showed high conducting rate can be expected to have high possibility that can be conducted at many business offices even each of them has different job or working environment.

In addition, in the case response was required in free description form, responses such as “we don’t perceive employee with mental disabilities as special” were given as know-how of employment management other than 35 items. Also 35 items includes some items that have ambiguous content even its conducting rate was high, for example, about the item of “To create an environment where the employed person can easily talk to their boss and co-worker”, we asked the subject by hearing survey. As a result, various artifices were shown such as having light conversation without considering about office’s hierarchical relationship in the comfortable place like rest room or submitting business diary from the employed person and having conversation according to it.

(3) Employment management of business offices in personal research (new employee)

We present 20 matters to be considered in employment management at business offices to new employees and asked whether there were any actions for matters to be considered. 50% or more of them answered “there were actions” in 16 items, and in the case that there were actions, 40% to 70% of them answered “there were especially good actions”. Furthermore, 70% or more answered that they are satisfied including satisfied a little with “supporting environment”, “working hours and holiday” and “job”, and 60% or more answered that they are satisfied including satisfied a little with “leisure-time” and “personal relationship in an office”. In the other hand, 30% or more of them answered that they are satisfied including satisfied a little with “wage and salary”, and as their request for enhancement of work life, less than 70% answered “raise of wage”, more than 50% answered “shift into regular employee”, more than 40% answered “trying to do various kinds of jobs”, “more opportunity of education or training related to work” and “trying to do more difficult or sophisticated work”.

There are many facts that shall be paid attention, such as that there is a high possibility that the respondents is being employed by the business office who has active attitude to employment of people with disability, or some people consider that they have a difficulty to work as same as regular employee, even they answered that they require to be regular employee or raise of wage in hearing survey. However, as overall tendency of response, they are basically satisfied with actions (considerations) of the business offices, and they have strong request about work conditions including

wage or employment status, following it, they have demand for trying of new job and setting environment for training.

Also, there were 5 items that the conducting rate was less than 50%, and 3 of them were related to ability development and career formation among 35 items related to artifices and matters to be considered for employment management in research for the business offices. Ability development and career formation should be approached with taking requests of people with mental disabilities into consideration as one of the future challenges.

(4) The actual applying condition of supporting organization in research at the business offices (items related to new employment)

86.7% of the business offices answered that they “highly utilize” supporting organization related to employment management of persons with mental disabilities. Also, about 50% of the business offices that have experience of new employment of people with disability received support by visiting workplace since the employment, and more than 80% of them received such support answered that support was effective. Supporting organizations seem to have an important role in employment management of persons with mental disabilities.

(5) Aspect of employment management of the business offices in research at supporting organizations (items related to new employment)

Most subjects of research at the business offices were special subsidiary who actively conducts employment of people with disability, so we cannot say that the research result reflects the actual condition of use of supporting organization by general business offices. In fact, according to the research at supporting organizations, about 50% of Local centers, less than 50% of supporting centers, and more than 30% of Work Transition Support Providers answered that it is difficult to propose the matters to be considered to the business offices in consideration for the condition of the business offices, therefore, there are some cases that we can be entirely-focused on only supporting for the person. In addition, difficult circumstances were shown such as that the business offices have poor attitude to care, obtaining understanding at workplace is difficult, and proposal of the matters to be considered aiming to be employed is difficult. For example, even if they propose such matters to the business offices, the business offices said that if such actions are necessary, the continuous employment will be difficult to be conduct.

Also many supporting organizations answered that there are few needs of support for the business owner. For example, there were cases that; the business offices considers that there is no problem from the person's impression at interview, and other case that the business offices don't want supporting organizations to support them. As a result of them, they tend to inform supporting organizations if there are any problems after employment, and we also comprehended the case that the business offices

show their needs after any maladjustment is found. It's deemed desirable to approach appropriate actions to prevent any problem from the beginning of employment, not after problems are found. The strengthening of approach for the business offices with cooperating with Public Employment Security Office is necessary.

(6) Approach aiming to return on work shown in research at the business offices (items related to return to work)

We presented 29 items related to the artifices for return to work or matters to be considered prepared by reference to Ministry of Health, Labor and Welfare(MHLW)'s Manual for return to work support for person with mental disabilities (herein after referred to as "Manual"), to 65 companies that have had people on leave because of mental health problem in the past 3 years and we found that 20 items were conducted by more than 70% of them and only items was conducted by less than 50% (Figure 2 at the document tail).

Also the previous research showed that the business office that have more than 300 or more employees are conducting approach to return on work more than small scale business office. 54 of 65 offices who answered this question item were the business offices that have more than 300 employees, and it is necessary to consider carefully about whether this research result reflects in small scale offices.

On the other hand, we requested answer in free description about items other than 29 items presented in research, and we obtained answer of some items such as "use of Rework Support of Local centers", "implementation of mental health education for administrator". However, these are already shown in Manual and we couldn't comprehend other approaches.

According to free description and hearing survey, there were some cases that the person takes a leave again after return on work, and the unstable condition of the person is persistent. There was an answer that "Change of position in tempered work is conducted for the person who has decreased work capacity", however, many business offices are struggling. In research at business offices, many business offices are taking proper steps based on Manual and making consideration for tempered work or consulting system. Nevertheless, it seems that certain numbers of business office are suffering from problems after the return on work. In Manual, there is few description about action for difficult cases after return on work, but countermeasure for them is needed to be considered.

(7) Use of supporting organization in research at the business offices (items related to return to work)

As a result of comprehension of the actual condition of use of external supporting organizations related to return to work of the person who being on leave, answers were given as; medical institution-less than 60%, external EAP (Employee Assistance Program)- less than 30%, Local centers-20%, others including Occupational Health Promotion Center -10% or less.

(8) The conducting condition of support for return to work in research at supporting organization (items related to return to work)

Support for the person on leave at supporting organization for persons with disabilities has been anomaly conducted, but the condition has been changing since Rework Support introduced to Local centers across the country, in October 2005. Revision of Manual in March 2009 referred to the use of external organizations including Rework Support and Support Offered by Job Coaches. The number of estimated Rework Support user was about 5,500 in the term from the start in October 2005 to the end of 2011, and the number of the person who returned on work was more than 80% of it.

In research at supporting organization, other than Local centers, more than 40% of support centers, less than 20% of Work Transition Support Providers answered that they have conducted support to return to work. We conducted hearing survey for some of such support centers and found that some of them conducted 15-20 cases of support for return to work, but most of them rarely conducted it.

Furthermore, there was a fact that some of them answered with confusing with support for the person with disability who left work because of health problem. Therefore, we should consider the conducting condition conservatively. However, there is a notable fact that many support related to return to work have been conducted in supporting organization other than Local centers. Support of return to work is not considered as fundamental work in Work Transition Support Providers and support centers don't assume that they need skill of support of return to work. More than half of support centers who conducted such support approached cooperation with Rework Support of Local centers. The action that we compensate the lack of know-how with cooperation between supporting organization is considered, but other actions including preparation of guideline for training or support are also needed to be considered.

(9) Conclusion of research

For employment management of person with mental disabilities, consideration for intangible problems such as personal relationship seems to be more important than hardware problems such as improvement of facility or equipment.

As consideration for intangible problems, there are actions such as "to give holiday when the person goes to hospital or feels sick", "to teach in an understandable way with patience", "to give appropriate instruction timely", "to give advice, not reprimand", "to give successful experience so that they get a sense of accomplishment", "to quickly response to employee's trouble", and "to make smooth personal relationship in workplace". They are also desirable actions for general employees.

Also, "part-time work" may be necessary for employee caring for children. If workplace that have such support increase, promotion and stabilization of employment of person with mental disabilities will proceed further and it will also make good effect on mental health of general employee.

(10) Preparation of guide book for employment management person with mental disabilities

We prepared a guide book for employment management person with mental disabilities containing know-how of employment management for person with mental disabilities. We shows necessary information for companies that approach employment of person with mental disabilities to provide help for use, including “artifices and points to remember”, “characteristics of mental disabilities and the points to remember”, “employment reference of companies”, “reference of one employee with mental disabilities working in the company”, and “artifices and matters to be considered for return to work”.

(Points to be checked/artifacts at employment interview and employment)

1. The person who is employed can explain his/her own points to be noted for health care.
2. You should comprehend the person's adequacy or what the disability are like after you check his/her work in actual workplace (making use of practical training or Trial employment Program).
3. The person who is employed can explain matters to be considered which he/she want the business office to do.
4. The person who is employed can explain about his/her disease or disability.
5. You should obtain proper information from supporting organizations related to the disability or working performance or others.
6. Support from supporting organizations is expected to continue after employment including the time of decision of employment.
7. Supporting organizations will sit with the person who is employed at

(Job placement and working hours and others)

8. You should decide job placement in consideration of the person's desire or his/her disability.
9. You should place the person to work that its work quantity will rarely increase or decrease rapidly.
10. You should decide the person's working hours according to his/her disability.
11. Work should be carried out in group or pair.
12. At the beginning of employment, the person should start working from short time working.
13. You should let the person to experience various work and consider that what kind of work is proper for him/her.
14. Flexible working hours system should be made of use.

(Work performance)

15. Instruction should be concrete.
16. You should coach the person in an understandable way with patience.
17. Procedure of work should be simplified and structured.
18. Specific instructor should be placed.

(Personal relationship and health care and others)

19. You should pay attention to the person's health and counsel him/her if necessary.
20. When the person in bad condition, you should take action including lightening the work or giving temporally holiday.
21. You should make circumstances where the person can easily offer counsel to his/her boss or co-workers.
22. You should ensure the person his/her time of hospital visit.
23. Bosses regularly have counseling with them.
24. Monitoring their medication intake.
25. Industrial health care staff including industrial doctor or public health doctor should be placed to counsel the person if necessary.

(Edification related to employment of persons with mental disabilities for staffs in same working place and others)

26. You should explain the staffs about individual matters to be considered and how they treat the person.
27. You should check whether the staffs have anxiety for employment of persons with mental disabilities, and if they have, you also should take action.
28. A role of the manager shall be clear with respect to employment management of persons with mental disabilities.
29. You should give the staff explanation about the company's employment policy related to persons with mental disabilities.

(Ability development and career formation)

30. You should individually set the person's target of work in discussion with him/her.
31. You should place instructor and conduct OJT according to the plan.
32. You should feedback and evaluate the target which was set in discussion with the person.
33. You should let the person to experience various work.
34. You should let the person to attend an internal general training .
35. You should let the person to attend an external training.

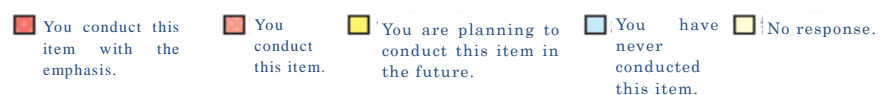


Figure 1. Artifacts and matters to be considered for employment management of persons with mental disabilities (New employment)

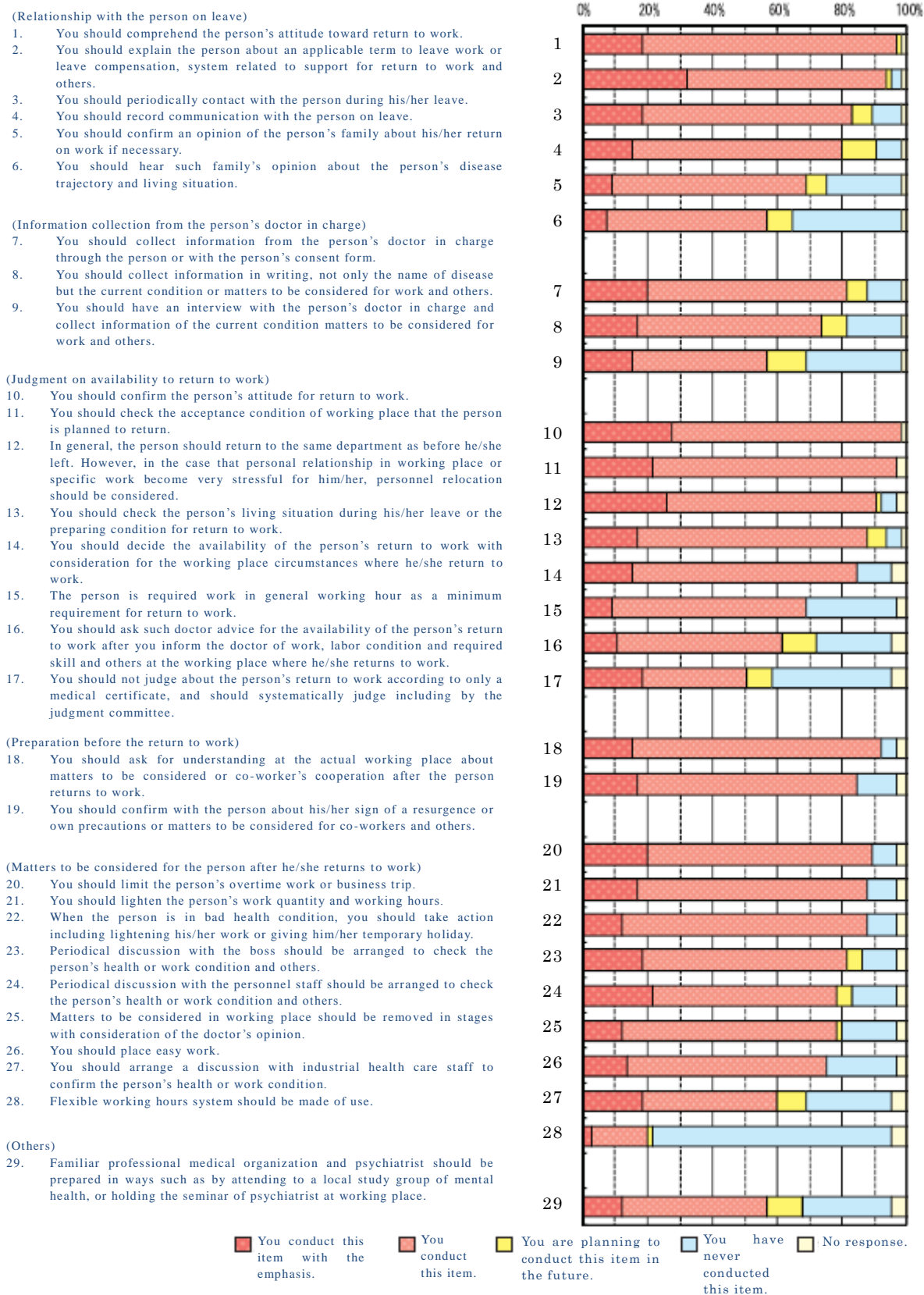


Figure 2. Artifices and matters to be considered aiming to return to work