



Study on Promoting Job Retention Support for Persons with Disabilities to Companies

(Research Report No.107) Summary

【Key Words】

Job retention support, Structuring of challenges, Employment support institutions

【Usage of This Report】

We conducted a questionnaire survey on companies which have been taking an advanced approach to employment of persons with disabilities and a hearing survey on companies and employment support institutions which have been taking a progressive approach to job retention of persons with disabilities. “Job Retention Support for Persons with Disabilities -A handbook for employment support institutions-” , which is based on the research results is largely expected to offer clues on promoting job retention of persons with disabilities and to be utilized for approaches for job retention of persons with disabilities in companies.

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2. Research period

2010 to 2011

3. Composition of the research report

Preface

Chapter 1: Structuring of job retention support

Chapter 2: Questionnaire research on job retention of persons with disabilities

Chapter 3: Hearing survey

Chapter 4: Discussion

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4. Background and purpose

Challenges of job retention support for persons with disabilities have earmarks that logically understanding the entire scope of them is difficult because they involve a mix of factors. In the case that the challenges of job retention occur in the workplace, the following four aspects may be considered: (1) differences between disability traits, (2) differences between the length of the period after hiring, (3) qualitative differences of factors causing challenges that are job description, daily habit, and support from family or domestic problems, and (4) differences between agents addressing challenges that are his/herself, managers at work, companies or outside institutions.

In this research, we comprehended the challenges in job retention support caused by a mix of various factors, by dividing them into four frameworks. Taking into account the changes in employment of persons with disabilities since 2000, we investigated efforts towards job retention by companies and actual situation and challenges of support by employment support institutions in the past ten years to help employment support institutions provide job retention support for companies.

5. Method

(1) Company survey

In February 2011, we conducted a mail survey on 231 companies which have achieved in employment of persons with disabilities and have been making concrete efforts by disability type.

Survey items were (1) company outline, (2) on cases in the last 10 years of workers with disabilities who had challenges of job retention and needed special considerations, the considerations that companies gave when hiring them, the challenges of job retention for persons with disabilities who have just started working and for those who have been working for some time, agents and institutions

addressing these challenges, and details and results of their efforts, (3) details of considerations that companies got to provide for job retention in the last 10 years and (4) supports that companies want outside institutions to provide for job retention.

(2) Hearing survey of companies and employment support institutions that have adopted a progressive approach

We conducted a hearing survey to investigate individual and specific situations of companies' efforts and employment support institutions' support. By combining main challenges (by quality of challenges, period and agents) with current trends of job retention support (environmental improvement, personnel support, efforts to various persons with disabilities, information sharing, and current employment support for persons with disabilities), we selected different types of cases. We obtained the total of 18 cases consisted of 16 from companies and employment support institutions and 2 from Positive Example Reports of Improvement in the Workplace for Persons with Disabilities.

(3) Review by research committee

We established a research committee consisted of scholars, employers, employment support institutions and administrative agencies concerned to grasp the challenges, examine the designs of questionnaire and hearing surveys and analyze the results.

6. Summarized results of the study

(1) Establishment of a framework of job retention support

Item groups of agents addressing challenges, the length of the period after hiring, and quality of challenges in the workplace, life in community and family by disability type were assembled and made up a framework as seen in Table 1 in order to comprehend challenges of the support.

Table1: Framework of job retention support

Challenges of job retention support		Initial challenges (Less than 1 year after hiring)			Later challenges (Over 1 year after hiring) (After about one year)		
		Work	life in community	family	Work	life in community	family
Safe commuting and job design							
Agents addressing challenges	His/her self						
	Managers at work or others self						
	Entire company						
	Outside institutions						

For instance, in a framework for persons with visual disabilities, the challenges of job retention support were considered to be safe commuting, moving around workplace (Braille transcription, well-organized aisles and change of the layout), communication means (reading memos for them, speaking actively to them, use of image-enlarging videos and screen review utilities) and arrangement of job description including a clerical job and a health keeper. We divided a working period into two, a period soon after hiring and a period after working for some time. In addition we assumed that each period has the corresponding items from sections of work, life in community, and family and that there are the corresponding items by four agents addressing challenges consisted of his/herself, managers at work, an entire company, and outside institutions.

Because changes in (1) efforts by disability type, (2) personnel support, (3) environmental improvement and (4) information sharing have been occurring as current trends since 2000 of employment of persons with disabilities, we also presumed these changes have promoted efforts to the challenges. With this assumption, we determined to conduct questionnaire and hearing surveys.

(2) Questionnaire survey of companies about job retention of persons with disabilities

a. Response rate

We received answers from 128 companies and obtained 218 cases, which had the challenges of job retention and needed special consideration, consisted of 87 of persons with intellectual disabilities, 50 with mental, 34 physical motor, 27 hearing, 9 internal, 7 visual and 4 others.

b. Recent considerations in job retention support

Regarding considerations they gave when hiring persons with disabilities in the last 10 years, the following two items were answered with almost all types of disabilities in the environmental improvement section: adopting various types of employment according to disability traits, and informing employees of disability traits and ways of support for persons with disabilities to improve their understanding.

In the personnel support section, more than half of cases of persons with intellectual and mental disabilities made use of job coaches from outside institutions, instructed by bosses and colleagues and placed persons to help workers with disabilities perform job duties. All most all types of disabilities were seen in the item, management of various persons with disabilities. These answers to environmental improvement for accepting, personnel support and management of various persons with disabilities overlapped the answer to the details of considerations which companies got to provide for job retention in the last 10years (Figure1).

Especially speaking of the use of personnel support, 50-70% of companies answered that they got to make use of personnel support from outside institutions including job coaches as one of considerations that they got to provide for job retention in the last 10 years. This means assumed considerations as current trend appeared as a result of the survey.

However, regarding the information sharing we set as a consideration for mainly persons with visual and hearing disabilities, the number of companies answering they got to considerate it in the last 10 years was almost the same as that of companies answering that have been considering it over 10 years. Thus, we didn't find a clear evidence that information sharing is a consideration reflected current trend.

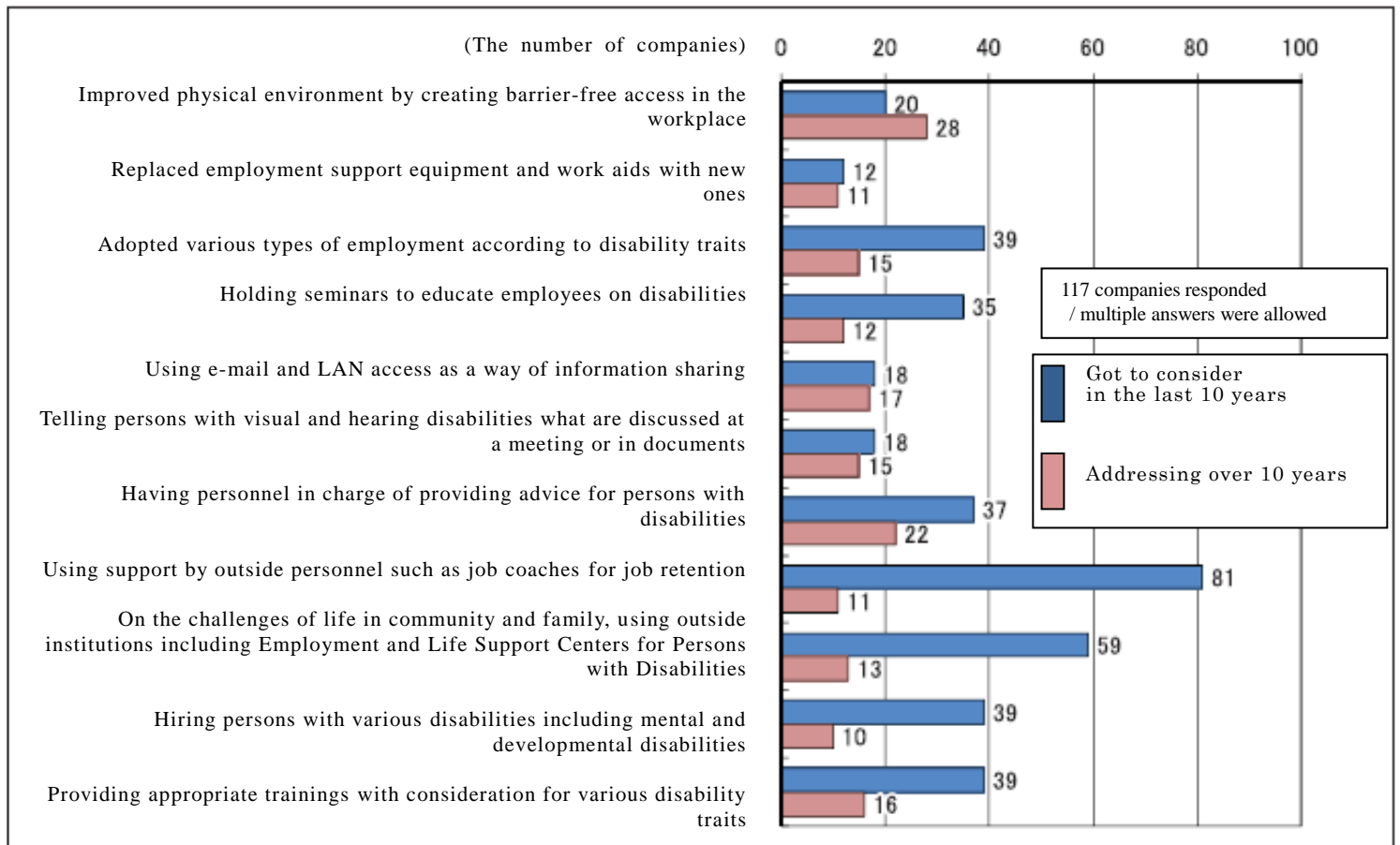


Figure 1 Consideration that got to be given for job retention in the last 10 years and that has been addressing for over 10years.

c. Current status of the challenges

We found that main challenges in the initial period after hiring were to gain employees' understanding for workers with disabilities, to establish workplace cooperative structure, to give an appropriate duty position and to be able to communicate.

Communication was the most common challenge after working for some time, which suggests that changes in workplace cooperative structure toward persons with disabilities might happen in accordance with changes in company structure. In addition, the number of challenges in the workplace including facilities and equipment decreased while those concerning life in community and family increased for reasons such as the need of cooperation and contact with family.

d. Agents and organizations that undertaking challenges (Figure2)

The main force addressed challenges of job retention was managers in the workplace followed by persons in charge of general affairs and human resources and then colleagues. In the case of the use of outside institutions, job coaches or others from Local Vocational Rehabilitation Centers for Persons with Disabilities supported at the time of hiring. Support from Employment and Life Support Centers for Persons with disabilities rose in life in community and family environment after working for some time.

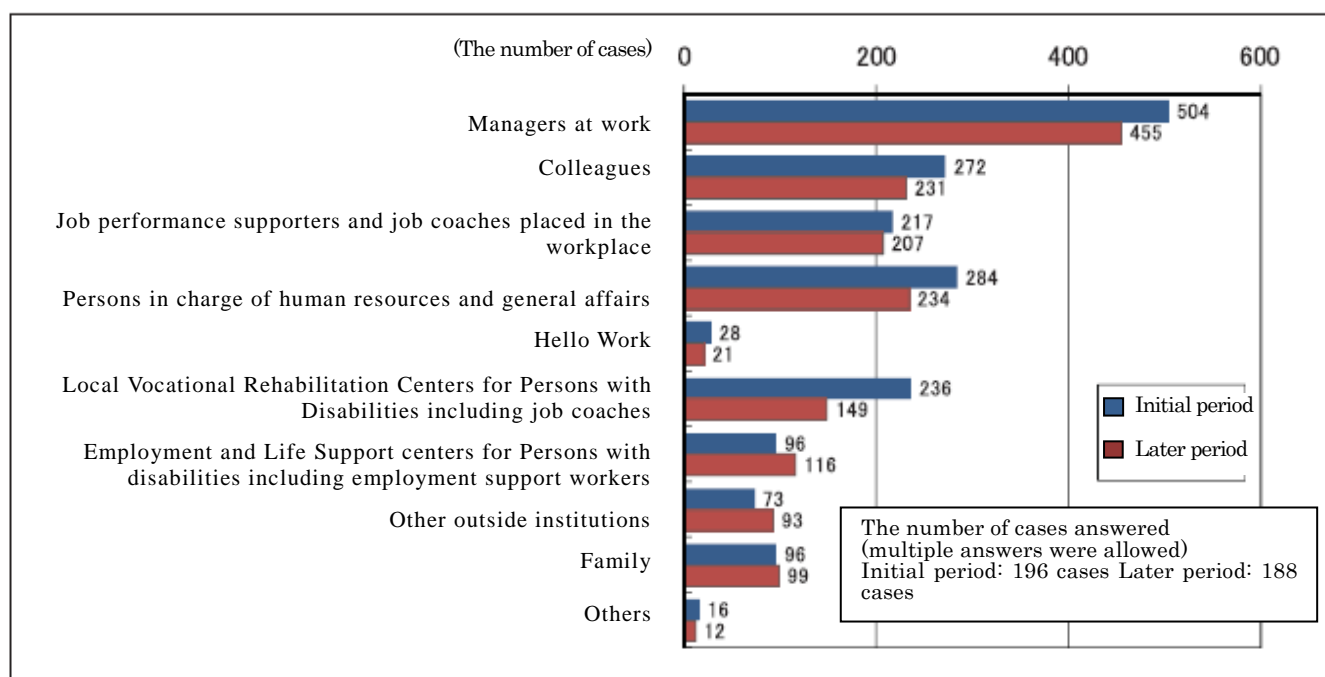


Figure 2 individuals and organizations that undertaking challenges by period

(The total running number of individuals and organizations addressed any challenge)

e. Status of challenges by types of disabilities and length of periods (Table 2 shows later challenges)

Main challenges of support for persons with visual disabilities at the beginning of employment were to secure job duties they can handle, to improve a physical environment in the workplace, to ensure work hours and the way of commuting and to gain employees' understanding. After working for some time, to develop their job description and to expand information sharing came to main challenges.

Main challenges for workers with hearing disabilities at the beginning of employment were to obtain employees' understanding of disabilities, to establish a workplace cooperative structure, and to be able to communicate. After working for some time, challenges of communication showed an increase from those in the beginning of the employment and workplace cooperative and consulting structures came to challenges.

Main challenges of support for persons with physical motor disabilities at the beginning of

employment were improving adequate facilities and equipment, and establishing cooperative structure with employees' cooperation. After working for some time, health control, job description, career development and self-management in health came to main challenges.

In the case of persons with internal disabilities, working hours, regular attendance at work and hospital visit were challenges of support both at the beginning of hiring and after working for some time.

When it comes to persons with intellectual disabilities, informing employees of acceptance of persons with intellectual disabilities and gaining their understanding, assigning them with appropriate working process, and instructing them to follow workplace rules were major challenges at the beginning of hiring. After working for some time, challenges concerning life in community and family occurred as well as communication and compliance with workplace rules.

Challenges of support for persons with mental disabilities at the beginning of employment were to encourage them to come to work regularly with consideration of working hours, to establish workplace cooperative structure gaining employees' understanding of the disability traits, and to give consideration to job duties. After working for some time, in addition to steady attendance at work including working hours and other challenges, challenges were spreading to the aspects of life in community and family environment.

Table 2 Current status of later challenges by type of disability

		n=188							(The number of cases)
Disability type		Visual	Hearing	Physical motor	Internal	Intellectual	Mental	Others	Total
The number of answers		6	23	26	8	78	43	4	
The cases that were addressed in the workplace	Usability of facilities and equipments	1 (16.7%)	0 (0%)	1 (4.0%)	0 (0%)	1 (1.4%)	0 (0%)	1 (25.0%)	4 (2.3%)
	Office layout	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
	Working process	0 (0%)	1 (4.3%)	0 (0%)	0 (0%)	12 (16.9%)	2 (5.0%)	0 (0%)	15 (8.5%)
	Regular attendance at work	0 (0%)	2 (8.7%)	2 (8.0%)	3 (37.5%)	6 (8.5%)	9 (22.5%)	1 (25.0%)	23 (13.0%)
	Work hours	0 (0%)	4 (17.4%)	4 (16.0%)	3 (37.5%)	3 (4.2%)	12 (30.0%)	0 (0%)	26 (14.7%)
	Hospital visit	0 (0%)	1 (4.3%)	3 (12.0%)	2 (25.0%)	1 (1.4%)	6 (15.0%)	0 (0%)	13 (7.3%)
	Taking leave from work	0 (0%)	3 (13.0%)	2 (8.0%)	1 (12.5%)	5 (7.0%)	2 (5.0%)	0 (0%)	13 (7.3%)
	Workplace cooperative structure		10 (43.5%)	4 (16.0%)	1 (12.5%)	9 (12.7%)	10 (25.0%)	0 (0%)	34 (19.2%)
	Employees' understanding for workers with disabilities	1 (16.7%)	5 (21.7%)	4 (16.0%)	1 (12.5%)	11 (15.5%)	9 (22.5%)	0 (0%)	31 (17.5%)
	Workplace consulting structure	1 (16.7%)	7 (30.4%)	3 (12.0%)	1 (12.5%)	10 (14.1%)	6 (15.0%)	1 (25.0%)	29 (16.4%)
	Information sharing with persons with visual and hearing disabilities	2 (33.3%)	5 (21.7%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	7 (4.0%)
	Communication	1 (16.7%)	15 (65.2%)	3 (12.0%)	0 (0%)	22 (31.0%)	12 (30.0%)	2 (50.0%)	55 (31.1%)
	Health control	0 (0%)	3 (13.0%)	8 (32.0%)	6 (75.0%)	8 (11.3%)	8 (20.0%)	0 (0%)	33 (18.6%)
	Job description	4 (66.7%)	6 (26.1%)	6 (24.0%)	1 (12.5%)	10 (14.1%)	11 (27.5%)	1 (25.0%)	39 (22.0%)
	Work efficiency	0 (0%)	1 (4.3%)	2 (8.0%)	1 (12.5%)	15 (21.1%)	3 (7.5%)	2 (50.0%)	24 (13.6%)
	Compliance with workplace rules	0 (0%)	3 (13.0%)	3 (12.0%)	0 (0%)	21 (29.6%)	2 (5.0%)	1 (25.0%)	30 (16.9%)
	Taking care of life's trouble at work	0 (0%)	2 (8.7%)	3 (12.0%)	0 (0%)	16 (26.5%)	5 (12.5%)	0 (0%)	26 (14.7%)
	Contact and cooperation with a family	0 (0%)	3 (13.0%)	3 (12.0%)	1 (12.5%)	19 (26.8%)	4 (10.0%)	1 (25.0%)	31 (17.5%)
	Job transfer	1 (16.7%)	1 (4.3%)	4 (16.0%)	1 (12.5%)	8 (11.3%)	2 (5.0%)	0 (0%)	17 (9.6%)
	Career progression	0 (0%)	4 (17.4%)	5 (20.0%)	0 (0%)	9 (12.7%)	7 (17.5%)	0 (0%)	25 (14.1%)
	Age-related changes in work efficiency	0 (0%)	1 (4.3%)	3 (12.0%)	0 (0%)	6 (8.5%)	0 (0%)	0 (0%)	10 (5.6%)
	Others	1 (16.7%)	0 (0%)	0 (0%)	0 (0%)	2 (2.8%)	1 (2.5%)	0 (0%)	4 (2.3%)
	The number of cases at work that were responded to	6 (100%)	23 (100%)	25 (100%)	8 (100%)	71 (100%)	40 (100%)	4 (100%)	177 (100%)
The cases that were addressed to life in	Regular lifestyle	0 (0%)	0 (0%)	1 (20.0%)	2 (100%)	11 (52.4%)	3 (37.5%)	1 (100%)	18 (46.2%)
	Self-management of health	1 (100%)	1 (100%)	5 (100%)	1 (50.0%)	14 (66.7%)	5 (62.5%)	0 (0%)	27 (69.2%)
	Management of living hours	0 (0%)	0 (0%)	0 (0%)	0 (0%)	2 (9.5%)	2 (25.0%)	0 (0%)	4 (10.3%)
	Financial Management	0 (0%)	0 (0%)	1 (20.0%)	0 (0%)	8 (38.1%)	0 (0%)	0 (0%)	9 (23.1%)
	Use of leisure hours	0 (0%)	0 (0%)	0 (0%)	0 (0%)	5 (23.8%)	1 (12.5%)	0 (0%)	6 (15.4%)
	Others	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (4.8%)	0 (0%)	0 (0%)	1 (2.6%)
	The number of cases that were responded to on life in community	1 (100%)	1 (100%)	5 (100%)	2 (100%)	21 (100%)	8 (100%)	1 (100%)	39 (100%)
The cases that were addressed by family	Support for daily lives by family	0 (0%)	0 (0%)	0 (0%)	0 (0%)	7 (43.8%)	3 (60.0%)	1 (100%)	11 (47.8%)
	Advices for vocational lives by family	0 (0%)	1 (100%)	0 (0%)	0 (0%)	6 (37.5%)	0 (0%)	1 (100%)	8 (34.8%)
	Responding to domestic troubles	0 (0%)	0 (0%)	0 (0%)	0 (0%)	8 (50.0%)	4 (80.0%)	0 (0%)	12 (52.2%)
	Family's aging	0 (0%)	0 (0%)	0 (0%)	0 (0%)	2 (12.5%)	0 (0%)	0 (0%)	2 (8.7%)
	Others	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (6.3%)	0 (0%)	0 (0%)	1 (4.3%)
	The number of cases that were addressed by family	0 (100%)	1 (100%)	0 (100%)	0 (100%)	16 (100%)	5 (100%)	1 (100%)	23 (100%)

Note: Highlighted areas show highest number of answers by type of disability and by corresponding category. The top two cases at work, the top one in life in community and family are highlighted. No area with less than two cases is highlighted.

f. Results of case examples (Table 3)

In initial challenges, more cases of persons with visual, hearing, physical motor and other disabilities were solved than those unsolved, while more cases of internal, intellectual and mental disabilities were unsolved than those solved. For persons with disabilities that needed improvement of a physical environment in the beginning of employment, more cases were solved. In later challenges, few cases were solved, which means many challenges remain unsolved.

Table 3 Results of cases by period

(The number of cases)

Disability type		Visual	Hearing	Physical motor	Internal	Intellectual	Mental	Others	Total
Initial period	Solved	4	10	16	2	31	18	2	83
	Unsolved	1	6	8	6	32	19	1	73
	Total	5	16	24	8	63	37	3	156
Later period	Solved	0	5	10	1	17	6	1	40
	Unsolved	4	15	11	6	53	26	2	117
	Total	4	20	21	7	70	32	3	157

g. Features of solved or improved challenge cases from free comments

We found the following features of the efforts from free comments about solved challenges and improved cases:

Improvement of environment in the workplace so that workers can communicate each other, support in collaboration with institutions concerned, the use of job coach support, consideration for individuality of persons with disabilities, an ingenious way of supporting persons with hearing disabilities, and considerations for persons who have autistic inclination.

h. Challenges needing support from outside institutions

Companies highly wished outside institutions to support for challenges, including challenges in life in community and family environment, understanding from workers with no disabilities, health management and communication in the workplace. Especially, they expected an intensive support for persons with intellectual disabilities concerning life in community and family.

(3) Hearing survey

We organized the total of 18 cases consisted of 13 companies, 1 Hello Work (public employment security office), 2 Local vocational rehabilitation centers for persons with disabilities and 2 Positive Example Reports of Improvement in the Workplace for Persons with Disabilities, using a framework of job retention support and pairing up each outline with its structural drawing. By types of disabilities, the cases were 2 visual, 3 hearing, 3 physical motor, 1 internal, 3 intellectual, 3 mental, 2

developmental disabilities and 1 higher brain dysfunction.

(4) Discussion on job retention support based on the results of questionnaire and hearing surveys

The research committee has examined the results of the questionnaire and hearing surveys and summarized how employment support institutions should provide job retention support hereafter as follows:

a. Collecting information of positive example reports on improvement of facilities and equipment

A number of challenges of facilities and equipment have been solved with support from persons in companies. Employment support institutions are expected to collect positive example reports on improvement of facilities and equipment so that they will be able to offer companies concrete improvement case examples.

b. Intangible environmental improvements such as job carving for persons with disabilities

Intangible challenges including job description, working process, cooperative structure in the workplace and employees' understanding of disabilities agreed with the support which companies want outside institutions to provide. Employment support institutions are expected to accumulate know-how on job carving and job redesign of job duties, and on establishments of cooperative structure in the workplace so that they will be able to take prompt action.

c. Actions to challenges concerning life in community and family environment

We found that challenges concerning life in community and family, such as a regular lifestyle and coping with troubles in family occurred after working for some time. In preparation for later challenges, it is expected to have persons with disabilities registered immediately after hiring with institutions providing livelihood support in the local area such as Employment and Life Support Centers for Persons with Disabilities and to inform companies of those available institutions.

d. Understanding of disabilities and support for maintaining it

There were many issues arising after working for some time. Those issues were communication, cooperative structure in the workplace, job description and regular attendance at work. The reasons were considered to be that transfer of personnel over time reduced the understanding of employment of persons with disabilities. Some actions are expected such as supporting so that new managers will be able to communicate with workers with disabilities after personnel changes, advising companies to incorporate a course for understanding disabilities into training for executives to maintain efforts toward employment of persons with disabilities, and holding training workshops of understanding disabilities in the community in cooperation with companies.

e. Actions on raising the level of duties

Raising the level of duties at one time can cause challenges in regular attendance at work. Employment support institutions are expected to propose appropriate job duties for individuals to companies and advise companies to give workers with disabilities a trial placement and check if they

can comfortably handle it through an interview when assigning them to a position that requires more difficult skills,

f. Actions with adequate understanding of disability traits

Employment support institutions are expected to give adequate helps according to their disabilities, such as to list job duties in detail and create a work schedule for persons with intellectual disabilities, give manuals beforehand to persons with hearing disabilities, and gradually increase working hours for persons with mental disabilities.

g. Establishment of relationship and consensus to opinions on support

To provide timely support, employment support institutions are expected to share information with companies on a routine basis and try to establish relationship by making actions such as holding meetings regularly so that they make their business contents known to each other. If several related organizations should take partial responsibility of support, they are expected to share opinions so that they have common recognition.

h. Support which encourages companies to share information

Employment support institutions are expected to offer information to companies that call for support by collecting good examples of companies which have obtained good results in job retention. Making opportunities for understanding other companies' unique ways of support and sharing information among companies encourages them to actively provide support. Employment support institutions are expected to provide opportunities that companies will be able to act proactively, such as holding an information exchange meeting among companies which persons in companies who have supported workers with disabilities are invited as an instructor.



i. Actions to progression of disabilities, changes in family environment and aging

In case of difficult situation for persons with disabilities to maintain employment, employment support institutions are expected to consider what kind of work style is the best for the persons with disabilities and address it with a long-term perspective using support networks including local social agencies.

We also wrote the material “Job Retention Support for Persons with Disabilities –A handbook for employment support institutions-”, which summarizes the study.