



## **Fundamental Research on Persons with Developmental Disabilities concerning Current Conditions and Problems related to Job Assistance /Dissemination in Companies (Research Report No. 101) Summary**

### **[Keywords]**

developmental disabilities, support for job settlement, communication and business manners

### **[Key points]**

This research aims at clarifying the problems of persons with developmental disabilities at companies concerning adaptation to work places and measures for them. A survey was conducted on special subsidiary companies and general companies. The survey clarified the support system at special subsidiary companies; requirements for adaptation to companies for persons with developmental disabilities; expected levels and time of achievement for communication skills and business manners. These findings are expected to be utilized as a basic reference when offering support prior to work and when urging enterprises to understand contents and scopes of arrangements required for individual disability characteristics of the persons with disabilities.

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## **2. Period of Research**

FY2009 to FY2010

## **3. Composition of the research report**

Introduction: Problems to be discussed concerning work/ settlement support for persons with developmental disabilities

Part 1: Problems in support for work/ settlement in work while offering special support as preconditions for persons with developmental disorders

Chapter 1: Survey concerning current status of support for work/ settlement in special subsidiaries

Chapter 2: Actual status and problems of accommodations at special subsidiaries...Suggestions from field survey on special subsidiaries

Part 2: Problems in support for persons with developmental disabilities observed in support for work/ settlement offered by companies

Chapter 1: Survey concerning new employees' adaptation to/ settlement in a company

Chapter 2: Possibilities of consideration for characteristics of developmental disabilities

Generalization

References

## **4. Background and Purpose of Research**

The study aims to clarify the current status of employment of people with developmental disabilities and tasks of instruction that will be a necessary support for employees to settle in a work place. The study intended to understand the basic concept of corporate support and the actual support provided for employees to adapt to work places. However, it was extremely difficult to survey the current status of general companies because they "do not have knowledge or understanding of developmental disorders," or they "have no information of employees who do not disclose their developmental disabilities." We started a survey on current status of support for persons with developmental disorders eligible for the legal employment quota system. A "Survey on current status of support for work/ settlement at special subsidiaries" was planned/conducted targeting special subsidiaries which have supported persons with various types of disorders; and the results were summarized. An interview survey was also conducted to review details of support systems at special subsidiaries and cases of support for persons with developmental disabilities.

The study also intended to review the tasks of support for persons with developmental disabilities who opt to get a job as non-disabled employees to adapt to the work place instead of utilizing the employment support system for persons with disabilities. A survey was conducted on the current status of employment/ training/ job assignment of non-disabled new employees in order to discuss problems of adaptation which may arise when employees do not disclose their disorders. Accordingly, a "survey on

new employees' adaptation to/ settlement in a work place" was planned/ conducted, and the results were summarized.

## 5. Method

- (1) Questionnaire and Interview Surveys on the current status of work/ settlement at special subsidiaries
- (2) Questionnaire targeting new employees concerning adaptation to/ settlement in companies in general

## 6. Summarized Results of the Study

### (1) Outline of Survey concerning the current status of working/ settlement support at special subsidiaries

#### a. Outline of employment and arrangement for people with disabilities

A survey was conducted on 250 special subsidiaries (105 special subsidiaries (42%) were responded), 50 % of which were engaged in service industry; 30%

were in manufacturing industry. As for employment of people with disabilities, 84 subsidiaries (80%) employ people who possess the Physical Disability Certificate; 89 subsidiaries (85%) employ people who possess Intellectual disabilities Certificate; and 42 subsidiaries (40%) employ people with Mental Disability Certificates. Table 1 shows major types of

Table 1. Work by types of disorder

Physical disabilities	Accounting work, general clerk, data entry, PC work, manufacturing process that requires technical skills, CAD analysis etc.
Intellectual disabilities	Light work, facility management, cleaning, mail delivery etc.
Mental disabilities	Light work, accounting work, general clerk

work by type of disorder. As for countermeasures by types of Physical disability, the most selected response was "barrier free work environment" followed by "clear communication (sign language, specific directions)," and "health management." "Special methods for communication" were used for "clear communication." As for measures for people with intellectual disabilities in all levels of disability, the highest response was "clear communication (specific directions, avoidance of ambiguous directions etc.)," followed by "arrangement of instructors" and "limitation of work type and work speed." Respondents who selected "clear communication" indicated that what matters most was not just communication methods but "necessity to clarify the content of directions." Respondents who selected "team organization" suggested measures to deal with disorder characteristics such as "assignment of a worker who has frequent conflict with other workers to a different team."

As for measures for people with mental disorders, the highest response was "limitation of work type and work speed" followed by "health management." Furthermore, respondents who selected "clear communication (specific directions, avoidance of ambiguous directions etc.)" and "arrangement for work environment/ assignment of instructors" pointed out an example of a support system shared with people with intellectual disorders.

#### b. Outline of status of people with developmental disabilities and arrangement for them

Apart from the types of Disability Certificate, 39 companies out of 105 (37%) confirmed developmental

disorders. According to the type of disabilities, autism-related disorders (pervasive developmental disorders, autism, high-functioning autism, and Asperger's syndrome) were the most common, while learning disabilities and attention-deficit hyperactivity disorder were few. As for certificate, employees with Intellectual disabilities Certificates were the most common. The companies

Table 2. Number of people identified developmental disorders

	Intellectual disabilities Certificates		Mental Disability Certificates	
	Number of companies	Number of persons with disabilities	Number of companies	Number of persons with disabilities
Pervasive developmental disorders	8	35	4	5
Autism	26	102	1	1
High-functioning autism	2	4	3	3
Asperger's syndrome	8	13	11	12
Learning disability	7	17	-	-
Attention-deficit hyperactivity disorder	6	10	-	-
Other developmental disorders	-	-	1	1

confirmed employees' developmental disabilities as "information: from the support organization" (24 companies, 62%); from "family members" (8 companies, 21%); from "schools" (7 companies, 18%).

Some respondents made comments about consideration for employees with developmental disabilities (free comment) by saying that their support for adaptation reflects characteristics of the employees such as: consideration for their work performance; careful directions; instruction based on characteristics; consideration for mental/ physical stabilization (See Table 3). The survey revealed that all these supports were based on know-how accumulated through the experience of employment of people with intellectual/mental disorders.

Table 3 Consideration for people with developmental disabilities

Arrangement for work performance	To divide the work process into small parts; to assign independent work or repetitive work; to offer an environment to work at one's own pace; mandatory inspection; frequent calling/ cooperation with support organizations; instruction/ information with consistency etc.
Arrangement in work directions	Detailed visual instruction (not oral); to provide assurance by confirming work schedule in daily meetings; concise, clear directions; to avoid ambiguous expressions etc.
Instructions based on characteristics	To avoid sudden changes in directions; to provide information of environmental changes previously etc.
Consideration for mental/physical stability	Daily health; to observe when disorders occur/ to arrange some rest etc.; to offer rest when the employee looks tired etc.

### c. Concept of rules at work place

In order to support employment of persons with developmental disabilities, various rules at the work place must be instructed in a practical manner so that such employees can perform their jobs smoothly and maintain good human relations. A questionnaire survey was conducted in order to figure out behaviors considered appropriate at work places and companies' attitude toward those behaviors. Accordingly, 11 basic situations (See Table 4) where "inadequate behaviors" are likely to happen were selected. The interpretation of those behaviors was selected among 5 options.

The interpretations which the companies consider appropriate in the 11 situations were reviewed. Consistency of 90% or more was found in the responses of the companies in the following situations: private use of office supply; understanding of start time; notification of delay; report of one's error; management of shared supply. These 5 situations and other similar rules such as understanding of lunch

break or other short breaks or notification of early leave etc. are common company rules. That is why these responses were selected by many companies.

However, to these 5 situations, there were responses based on the consideration of disorder characteristics such as “to explain the rules to a limited situation in order to avoid misunderstanding.” Such consideration may not be limited to employees with developmental disabilities but for disorders in general.

Table 4 Eleven situations where inappropriate behaviors are likely to happen; questions where not less than 90% of consistency was reported; and breakdown of the responses

Situation 1: Private use of office supply	<p>There are ballpoint pens, pencils, scissors, staplers, and scotch tape on the desk: the items A needs at work. Section Chief B, A's superior, explains to A, “You may use any these goods.”</p> <p>A remembers the scotch tape is running short at home. A picks up the scotch tape among the office supply which B says A is allowed to use, and takes it home.</p>	
Situation 2: Understanding of work start time		
Situation 3: Notification of delay	<p>Interpretation (582 effective responses)</p> <p>[1] There is no problem because A is allowed to use it.</p> <p>[2] It is not good to take home goods which are supposed to be used at work.</p> <p>[3] Scotch tape is consumable. A may get a new one.</p> <p>[4] Taking it home may not be OK. But there should be no problem because no one told A not to take it home.</p> <p>[5] Others</p>	%
Situation 4: Daily greeting		
Situation 5: Reply at work		
Situation 6: To follow directions		
Situation 7: Unassigned work		
Situation 8: Report of completion of work		
Situation 9: Report of errors		
Situation 10: Inquiries when not understanding		
Situation 11: Management of shared supply		

#### d. Actual status of support system for persons with developmental disabilities at special subsidiary companies

Among the respondents who offered cooperation to the Interview Survey on the “Survey on current status of support for work/ settlement in special subsidiary companies,” 9 companies which have hired several employees who have either Intellectual disabilities Certificates or Mental Disability Certificates were selected for survey. These companies have established a support system unique to special subsidiaries where assessment, appropriate job assignment, arrangement in work process, and foster programs are provided in order to support disabled employees for their adaptation to work place. Some companies offered sufficient support for adaptation to work over employees who work at the parent company or associated companies (dispatch from special subsidiaries). There were some companies where “non-disabled employees from the parent company” supported disabled employees. In these cases, support and advice from special subsidiaries were prerequisite. Regardless of the strength of relationship with parent companies, there was only 1 company that indicated the possibility of sharing the instruction know-how developed by a special subsidiary to the parent company.

Then focusing on the types of certificate, concerning the status of support offered by individual companies for persons with developmental disabilities, an outline of support based on the disability characteristics was reviewed. Problems in support for persons with developmental disabilities were summarized by the types of certificate. Among persons who possess Intellectual disabilities Certificates,

major problems were: problems in work performance; problems in human relations; rules at work place; and others. Among persons who possess Mental Disability Certificates, major problems were: problems in work performance and issues of mental instability. A summary of “problems in work performance” is shown in Table 5. When responding to persons who possess Intellectual disabilities Certificates, effective measures to deal with difficulties caused by disorder characteristics were: to personally inform of the change in work; to arrange work process; to give clear directions. Other measures included: setting an appropriate work load; adjustment of work hours. As measures to deal with persons who possess Disability Certificates, required measures were: instructions from coworkers nearby; consideration to job assignment/ work type /work process. Companies provided measures based on the disability characteristics for people with either certificate.

Table 5 Examples of support/ measures for persons with developmental disorders

	Problems in work performance	Measures taken by employers	Developmental Disabilities
Examples related to persons possessing Intellectual disabilities Certificates	Unable to deal with changes in work processes	To confirm when to change work	Autism
	Unable to deal with unspecified work processes	To make work process more acceptable	Autism
	Unable to understand ambiguous expressions	To give directions in understandable expression; to confirm actions	Autism
	Incapable of calculation; poor at Japanese	To assign the work that can be handled; To make work process more acceptable	Learning disability
Examples related to persons possessing the Mental Patient Disability Certificates	Difficult to work in regular training or job assignment	To offer support/ guidance/job assignment that are suitable for the disability characteristics	High-functioning autism
	Unable to coordinate given information	To give specific directions	Asperger's syndrome

## (2) Outline of the Survey concerning new employees' adaptation to/ settlement in a company in general

### a. Outline of the companies to be surveyed

From the enterprise database, 4,500 enterprises were selected based on the prefecture, industry, and company size (602 companies responded. Response ratio was 13.4%) Special subsidiaries were not included among them. The survey on recruitment by education level in 2010 indicated that many companies suspended employment of people who finished high school, vocational schools or mid-career workers. Among companies which hired at least 1 person, the ratio of new college graduates was highest. Employment of persons with disabilities was severer than that of non-disabled people. As for types of disability, companies hired people with physical disability most, and then intellectual disability and mental disability followed. Recruitment was concentrated in companies with a size of not less than 1,000 employees. Interview was most commonly conducted prior to any type of recruitment. Implementation of a recruitment test differed among the types of recruitment: 70% of respondents implemented it for new

persons with disabilities. On the other hand, internship/vocational training or trial employment was implemented by less than 10% of the respondents for any type of recruitment.

## b. Relationship between the concept of communication/ business manners and disability characteristics

Respondents were asked about the levels of communication and business manners they expect in new employees. They were also asked about the timing they expect the new employees to have achieved the expected level. The questionnaire consists of the following evaluation items defined as “abilities required for young employees” by Youth Employment Support-Program (Yes program): communication skill; consciousness as professional; business manners (31 items in 7 areas of communication; 28 items in 5 areas of business manners). Respondents were asked to choose one of the 4 levels when hiring new employees (highly expected (3 points) – not expected (0 point)). The levels “not expected (average 1 point or less)” were not observed in any of the items. However, different levels were observed by items and by areas. The timing companies expect differs. Figures 1 and 2 show the expected levels (average points: the right axis) and expected timings (average months from entering the company: the left axis) by items in “Information Communication” and “Basic skills of using the phone.” The range was indicated in the parentheses for the items that did not show any significant difference in average points. Discussions were conducted on the following categories: high level and early achievement are expected (less than 6 months); high level and achievement in moderate speed are expected (less than 12 months); moderate level and achievement in moderate speed are expected (12 months or more).

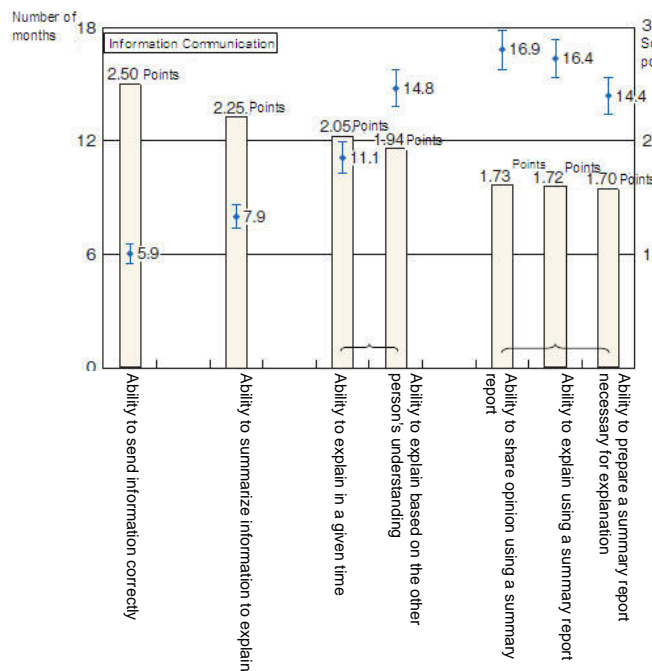


Fig. 1 Information Communication

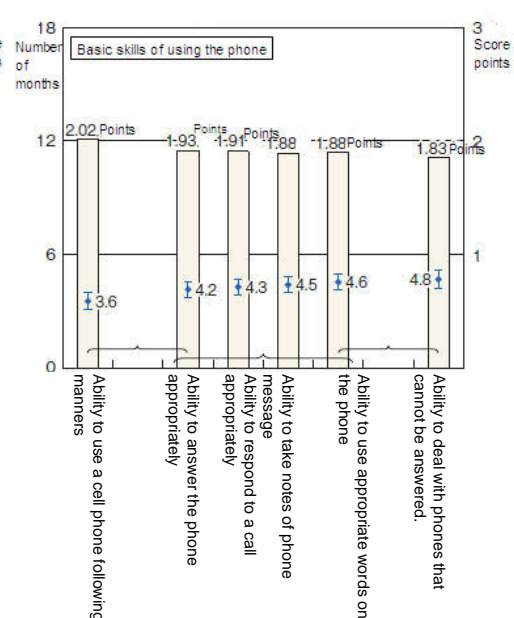


Fig.2 Basic skills of using the phone

Concerning Information Communication in the area of communication, ability to send information correctly is considered to have high priority as part of the vocational preparation. As for Information Communication, if an employee has the following characteristics: difficulties in sending messages without causing misunderstanding; strong tendency of making an assumption or ad-lib responses; or being unable to find backup measures, it is necessary to consider that he/she should disclose their disability to ask for understanding and arrangement. Items that do not require urgent achievement in “Information Communication” were: ability to explain based on the other person’s understanding; ability to share opinions using a summary report; ability to explain using a summary report; ability to prepare a summary report required for explanation. As for Information Communication, if an employee has the following characteristics: being poor at sharing messages while being conscious of the presence of other people and in consideration of their understanding; a way of speaking that offends others; lack of skills of preparing summary reports or utilizing documents, it is necessary to consider that he/she should disclose their disability to ask for understanding and arrangement to see if they reach the expected level through general training, OJT and self training after entering the company.

High level and early achievement(less than 6 months) were expected for all the items of the “Basic skills of using the phone” in the area of Business Manners. The result suggested that early achievement of “Basic skills of using the phone” is required; and appropriate behaviors as daily behavioral patterns at work are expected as soon as employees start working. If an employee has behavioral characteristics such as difficulties in answering the phone or in the basic manners, it is necessary to consider if he/she should disclose their disability to ask for understanding and arrangement.

### c. Companies’ viewpoints on rules at work

Using the “11 situations where inappropriate behaviors may occur” which were used for the survey targeting special subsidiaries, the following were discussed: whether the concept of rules are the same regardless of the industries or company sizes; whether these issues are covered by training seminars for new recruits.

As for the concept of rules, more than 90% of the respondents answered “the same rules can be applied to all the industries” in 10 situations except for “work which is not directed.” The result suggests that the same rules can be shared by companies regardless of the types of industry. There were no major differences in response among different company sizes.

Fig.3 shows the items instructed in the training seminar for new recruits concerning instruction/communication in descending order. The highest

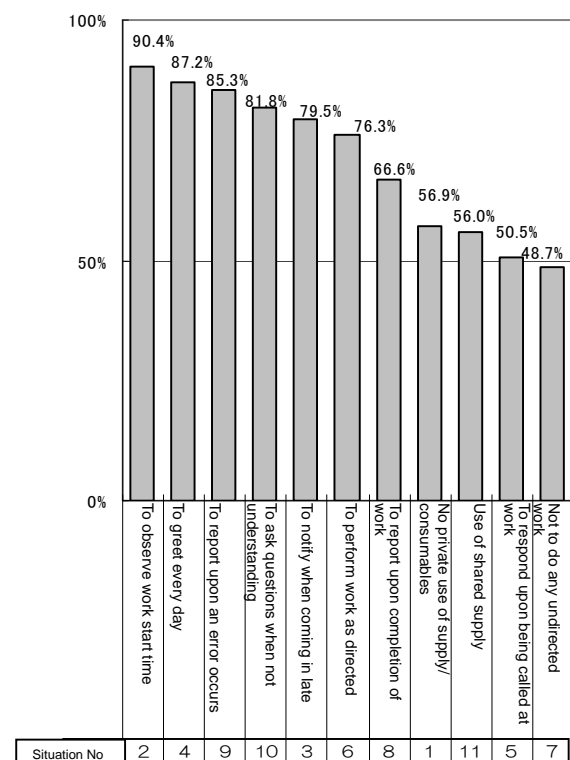


Fig.3 Ratio of situations where instruction is given at training seminars for new recruits



response was “to observe the time of work start” at 90.4%. The lowest response was “not to do the work that is not assigned” at 48.7%. The result suggested that some rules may not be sufficiently understood through training seminars only.

### **(3) Problems to be discussed concerning support for persons with developmental disorders**

#### **—From the result of survey on rules at work in companies and in special subsidiaries—**

When discussing support for employees to learn the rules, it is necessary to clarify how different the range of support will be when disability is disclosed or not. Accordingly, the viewpoints (consistency in the response) of special subsidiaries and enterprises concerning the 11 situations were compared. The results of analysis demonstrated that the item that gathered the highest response in all the situations was the same. However, detailed analysis of free comments suggested that expectation (of understanding and adaptation) to the rules were different in situations between the two groups.

For example, in Situation 6 “Work as directed,” more than 20% respondents made some free comments in addition to selecting the options. In the free comments, many responded that “the boss is responsible for giving explanations” as they selected the option: an employee must follow directions. While in the survey on enterprises, many responded that “they will ask their boss for suggestion, consultation, confirmation or approval.” This comment came from an idea that when an employee does not follow the direction, it does not mean that “he/she cannot follow the work direction” but is interpreted as a behavior to improve the work which may be accepted by the boss’s permission. Free comments given to other situations suggested that special subsidiaries accept a wider range of behaviors and offer detailed instructions while enterprises proactively evaluate work linked to profit. It was confirmed that special subsidiaries show understanding of behaviors and provide measures in consideration to disorders. However, further discussions are necessary on whether the same measures can be expected in enterprises when disorders are disclosed; what kind of environment is required for enterprises to take the same measures.

### **(4) Conclusion**

The following findings were obtained as current situations and problems of support in work/ settlement in work places for persons with developmental disabilities.

- ① As many as 39 special subsidiaries (37%) have knowledge of developmental disabilities in employees. They understand characteristics of disorders and provide individual, practical support for the employees with developmental disorders to adapt to work based on the know-how accumulated through the employment of persons with intellectual/ mental disabilities.
- ② To support employees with developmental disabilities who work at parent companies of special subsidiaries (general enterprises), the following prerequisites are applied: individual characteristics shall be considered in job assignment; to assign an employee to a specialist who can offer support; supportive institutions and special subsidiaries shall offer support and advice. For those who have not obtained Disability Certificates, the experience of employment management or arrangement for employees with developmental disorders may not be necessarily utilized. It is not likely that arrangement for understanding and consideration at work be available when disability is not

disclosed.

- ③Enterprises value communication and business manners when hiring new recruits. Their standard and timing to be achieved differ among items. Focusing on items in relatively high priority from the viewpoint of occupational preparation, further discussion will be required on the following issues when support is required for present behavioral characteristics of persons with developmental disabilities: whether they can achieve the expected level through general training after employment; or whether other methods shall be provided as substitution; or whether disability shall be disabilities to ask for understanding and consideration.
- ④In Work Support for persons with developmental disabilities, it is important that rules shall be applied into behaviors. There was a difference between enterprises and special subsidiaries in expectation (of understanding and adaptation) to the rules. Special subsidiaries accept a wider range of behaviors and associate the system to offer special arrangement with appropriate support. Thus, it is expected that the key factors that affect adaptation to the work place will be: “to how much degree the employee can achieve the behavior expected by the enterprise” if disorders are not disclosed and “what kind of measures can be provided” if disorders are disclosed.