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1. Introduction

This Deliverable reports on the work carried out in Workpackage 4 of the Opti-Work project – Investigating the employer threshold. More specifically, a study was conducted on the factors that influence the employment decisions of employers in relation to employing people with disabilities.

In this first chapter the background to the study (section 1.1) is described. Furthermore, the framework of the Opti-Work project is described of which this study is a part (section 1.2). Finally, the research question (section 1.3) is presented.

1.1 Background

The employment rate of people with a disability is significantly lower than the employment rate of people without a disability of the same age. About half of the people with a disability are economically inactive compared to 28% of non-disabled people (European Commission, 2001). One way to stimulate the employment rate of people with disabilities is by stimulating employers to hire people with disabilities. However, the literature on the determinants of the hiring process is scarce. The present study, called Opti-Work, aims to contribute to the knowledge on this subject.

1.2 Opti-Work

The Opti-Work project is a large European project, funded by the European Commission programme called Optimising Strategies for integrating people with disabilities into work. The aim of the project is to support European Union and national employment policies and national systems in the promotion of the integration of people with disabilities into the labour market. A conceptual framework has been developed, which gives insight into the factors that influence the threshold decisions of disabled people and employers in a national context. The threshold decisions of disabled people are the decisions to seek and keep employment. The threshold decisions for the employers are the decisions to hire disabled people or to keep people with a disability in employment. The framework will also give insight in the economic costs and benefits of crossing the threshold to employment for the state, the employer and disabled people.

Fifteen countries participate in this project. This permits the conceptual framework and related tools to be benchmarked across jurisdictions in these terms. For each country a National Contact Centre (NCC) has been identified that is responsible for the data collection in that country.

To build the conceptual framework, the processes involved in employing people with disabilities are investigated from three perspectives that apply to different levels, namely the level of the state system, the level of employers and the level of disabled people. The thought behind the first perspective is that the behaviour of people with a disability and employers in a country are partly dependent on laws, services and regulations that exist in that country. The objective of the second

perspective is to investigate the reasons why employers hire or do not hire persons with a disability. The objective of the third perspective is to investigate the reasons why disabled people choose to work or not to work. The underlying report is focused on the second perspective.

1.3 Research Question

The research question investigated in Workpackage 4 of Opti-Work is:

Which factors encourage, and which factors discourage employers to employ people with a disability or to retain them in employment?

Investigating this question began with the development of a model of the factors which may influence employers employment decisions. This model (described in more detail in Chapter 2) sought to identify the factors internal to the organisation, the policies and services external to the organisation and factors related to the job seeker which encourage or discourage them to make a positive employment decision. From this model, an investigative tool (the Employer Threshold Tool – ETT) was developed which was then used to collect data in 15 countries so that the model and the tool could be developed further.

The research question was investigated in the following 15 European countries:

Austria	Ireland	Portugal
Denmark	Italy	Romania
Finland	Malta	Slovakia
France	The Netherlands	Slovenia
Germany	Norway	United Kingdom

It should be noted that the study of the Employers threshold was undertaken for reasons of development of the model and tool, rather than to provide definitive confirmation of the contents and interrelationships of the factors influencing employment decisions. Limitations on the size of the dataset which could be collected and the early stage of development of the model and tools prevented definitive work being done. However, the model that has been developed is now ready for more extensive confirmatory work to be undertaken.

1.4 Overview

In the next chapter (chapter 2), the background and contents of the Employer Threshold are described. In chapter 3, a description is given of the methods of this study, including a description of the research population, the measurement instruments (the ETT) and the analyses that were performed. In chapter 4, the national profiles of the 15 countries are described into alphabetical order. At the end of each these sections, a summary is given of the most important factors that affect the Employer Threshold in a country. In chapter 5, the results of a transnational comparison are described. Finally, Annex 1 describes the updated versions of Employers threshold model and the ETT that have been developed as a result of undertaking this field study.

2. The Employer Threshold Model and Tool

2.1 Background

The initial stages of the work on the Employer's threshold consisted of developing a model of the factors which may affect the decisions of employers to employ a person with a disability. A number of sources were used to develop this model. These included the International Classification of Functioning, Disability and Health (ICF) (WHO-Fic Collaboration Centre RIVM, 2002) and a literature search. In addition, expertise on the area of workplace level health policy and practice was used to develop the model. An outline of the model is described in the Figures below.

2.2 Description of the Model

Figure 1 shows the overall model of the factors which may important in influencing the employment decision. These are grouped into three main areas or decision making drivers – factors external to the organisation, factors internal to the organisation and factors which specific to the person or persons making the decision. These factors are views as acting in combination on those involved in making the decision. The model recognises that decisions within organisations are rarely the province of one person, so three general types of decision maker are recognised – human resource personnel, finance personnel and general management.

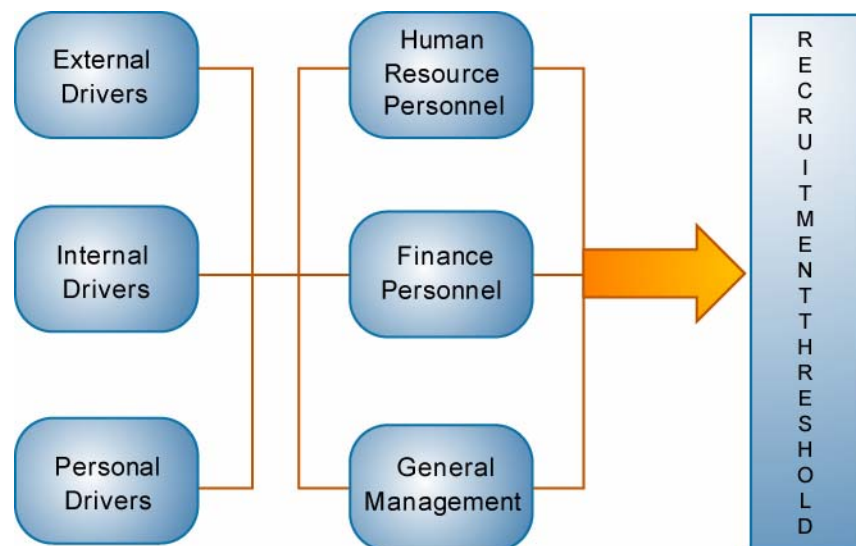


Figure 1: Overall Employer Threshold Model

Within each of these categories of drivers of decision making there are a wide range of factors which may play role. Figures 2-4 below indicate the factors which are thought to be important in this regard.

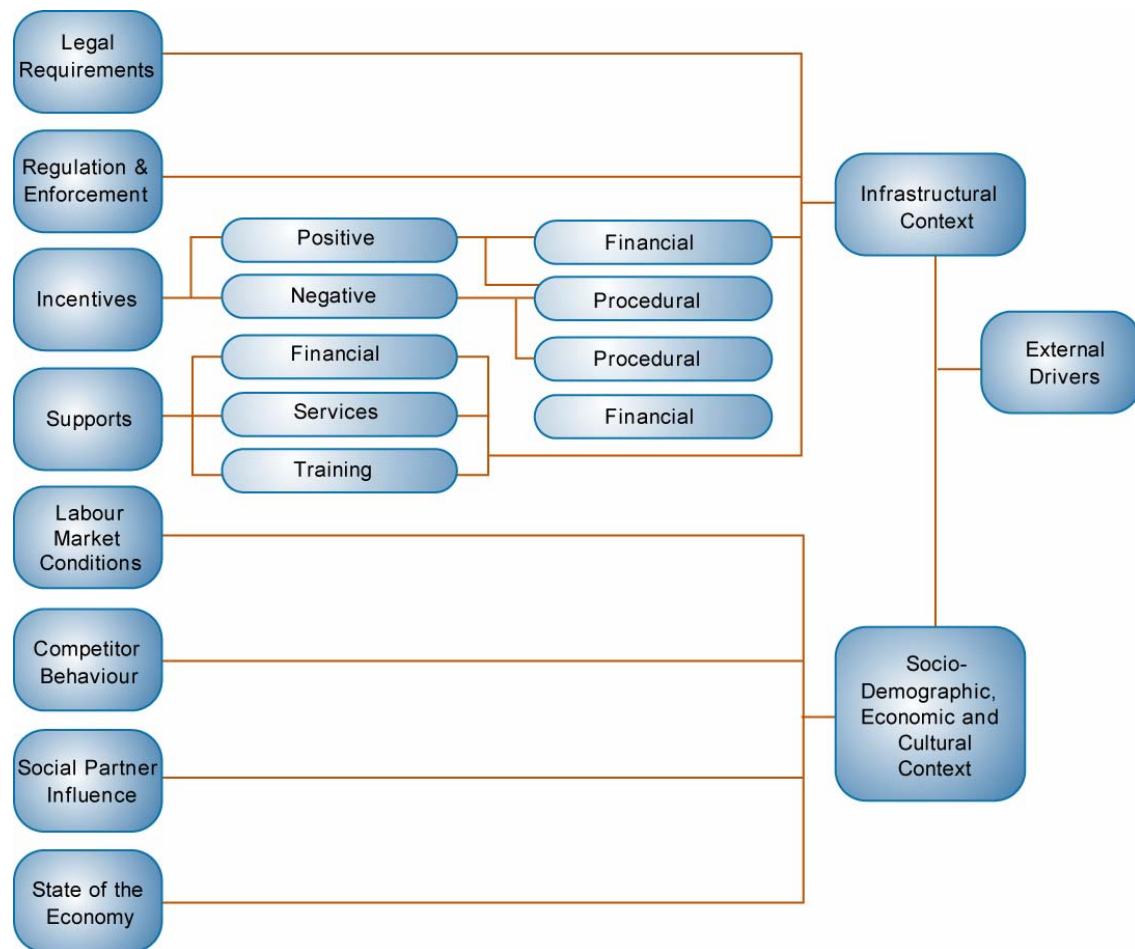


Figure 2: External Drivers of Employers Decision Making

Figure 2 details the types of external driver that may influence employer decisions to employ. These are divided into two broad categories – the infrastructural context which contains all of the relevant factors from the national or local systems dedicated to the employment of people with a disability, and the socio-economic, demographic and cultural context which refers to the general national context in which the employer operates.

Elements of the infrastructural context include legal requirements which may exist. For example, there may be employment quotas in operation and there may be anti-discrimination or equal opportunities legislation that places a requirement on the employer to employ people with a disability. A related issues concerns the regulation and enforcement of these legal provisions should they exist, i.e. the extent to which laws are taken seriously in a country.

Many national systems also provide a range of incentives for employers to employ people with a disability. These may include both positive and negative incentives (e.g. grants or fines) and each of these types of incentive may be procedural or financial in nature.

There are also a range of supports for the employer provided for within national systems. These include financial supports (e.g. in relation to productivity), the provision of services (e.g. expertise in workplace accommodations), and training services.

The socio-economic, demographic and cultural context is made of five related factors. These are the prevailing labour market conditions, i.e. whether the labour market affecting the employer has a sufficient supply of potential workers with the right skills. It also refers to the behaviour of competitors – here the issue concerns whether the employer is influenced positively or negatively in relation to the employment decision by the example of their competitors. Also of potential influence on the employment decision in some countries is the agreements and attitudes of the Social Partners towards the employment of persons with a disability. In some countries Social Partner agreements include provisions and targets in this regard. Finally, the general state of an economy may influence the employment decision – growing economies mean an extra demand for labour and this may improve the prospects of people with a disability finding a job.

Figure 3 below details the factors internal to the organisation which may contribute to the employment decision. These drivers may be classified into five main areas – organizational policies, organizational infrastructure, organizational ethos and experience, performance indicators and organizational structure. Each of these areas is further subdivided into elements that may influence the employment decision.

Organisational policy refers to the range of policies that exist within the organisation. Perhaps the most important of these concerns human resource management policy. In particular, HRM policy may include policies on corporate social responsibility, diversity management or disability (in particular, the recruitment of people with a disability). Policies on occupational health and health and safety may also be of importance, particularly where these policies contain provisions in relation to the employment and work of people with a disability. Equality policies, should they exist, should also contain provisions for the employment of people with a disability. Finally, in relation to policy, organisational approaches to quality management may place emphasis on production and productivity in such a way as to militate against the employment of people with a disability.

Organisational infrastructure refers to the range of services, knowledge and skills that may exist within the organisation that can play a role in the decision making process. The general premise here is that the existence of such capacity will enhance the probability of making a positive employment decision. The most important elements of infrastructure are those which would be dedicated to the task of supporting the employment of a person with a disability. In this regard factors such as having a return to work co-ordinator, the capacity to engage in accommodations in the physical work environment, workstation design, and the ability to redesign jobs are important. Also important is the availability of suitable jobs for people with specific disabilities and having the opportunity to have flexible work organization so that persons with a disability can be accommodated. More general factors which may be supportive of a positive employment decision include the existence of workplace health systems (to include occupational safety and health, health and safety and workplace health promotion) and the availability of an Employee Assistance Programme. While these capacities may not be directly relevant to the employment decision, they constitute general welfare services and specific expertise which can support the employment process.

The ethos and experience of the organization refers to a set of more general factors which are difficult to quantify but which set the context within which decisions to employ are made. These factors can act in both a positive and negative manner. As is the case for any workplace initiative, it is important that all of the staff of the organisation are supportive – in this regard boardroom and management support are vital, as is a supportive attitude from the workforce. Where it exists, social partnership within the workplace can also play a supportive role as can previous positive (or negative) experience of employing a person with a disability. The extent to which an organisation is profit oriented may also be important, as highly profit oriented organizations may see the productive capacity of a person with a disability as being a barrier to the employment decision. The orientation of the organization towards career development for staff may also an important element – a commitment towards staff development may act as a general positive factor in decision making. Finally, the general organizational culture (e.g. the openness of the organisation, its innovation capacity, its general orientation towards staff) may set a context in which the employment decisions are made.

The emphasis which is set upon organizational performance may also play a role on the employment decision. The hypothesis here is that organizations which are very focused on financial performance indicators may be more reluctant to employ persons with a disability, because of the perceived (or real) deficits in productive capacity of persons with a disability. Factors which may contribute to the employment decision from this category include the emphasis which is placed on profitability, productivity absenteeism and insurance and other costs associated with employing a person with a disability. Related factors concern the emphasis placed on maintaining a positive public image and on staff morale. It should be noted that while these factors may also play a positive role in the

The next type of internal driver which may be of importance is the structure of the organisation. Two elements of the organization may be of importance here – the type of organization (e.g. public sector/private sector, hierarchical/flat, bureaucratic/devolved decision making) and the size of the organisation (large, medium, small, micro). More bureaucratic, hierarchical organisations are more likely to have structured decision making processes (which may be either a positive or negative influence on the employment decision) and a set of policies which are relevant to the employment decision. Equally, larger organizations are more likely to have in place many of the elements that may support the employment of a person with a disability. On the other hand, smaller organisations may have the flexibility and openness to employ a person with a disability. Overall, these structural factors may play only an indirect role in setting the context for the employment decision.

Figure 4 depicts the final type of driver that may affect the employment decision. These personal drivers refer to characteristics of the person or people who are making the employment decision. Potentially of relevance here are the personal experience that the decision maker has of persons with a disability, their general beliefs and conceptions about persons with a disability and their own estimation of the skills and competences they have to manage the employment of a person with

a disability. Research indicates that these personal factors may be especially important in smaller, less structured organizations.

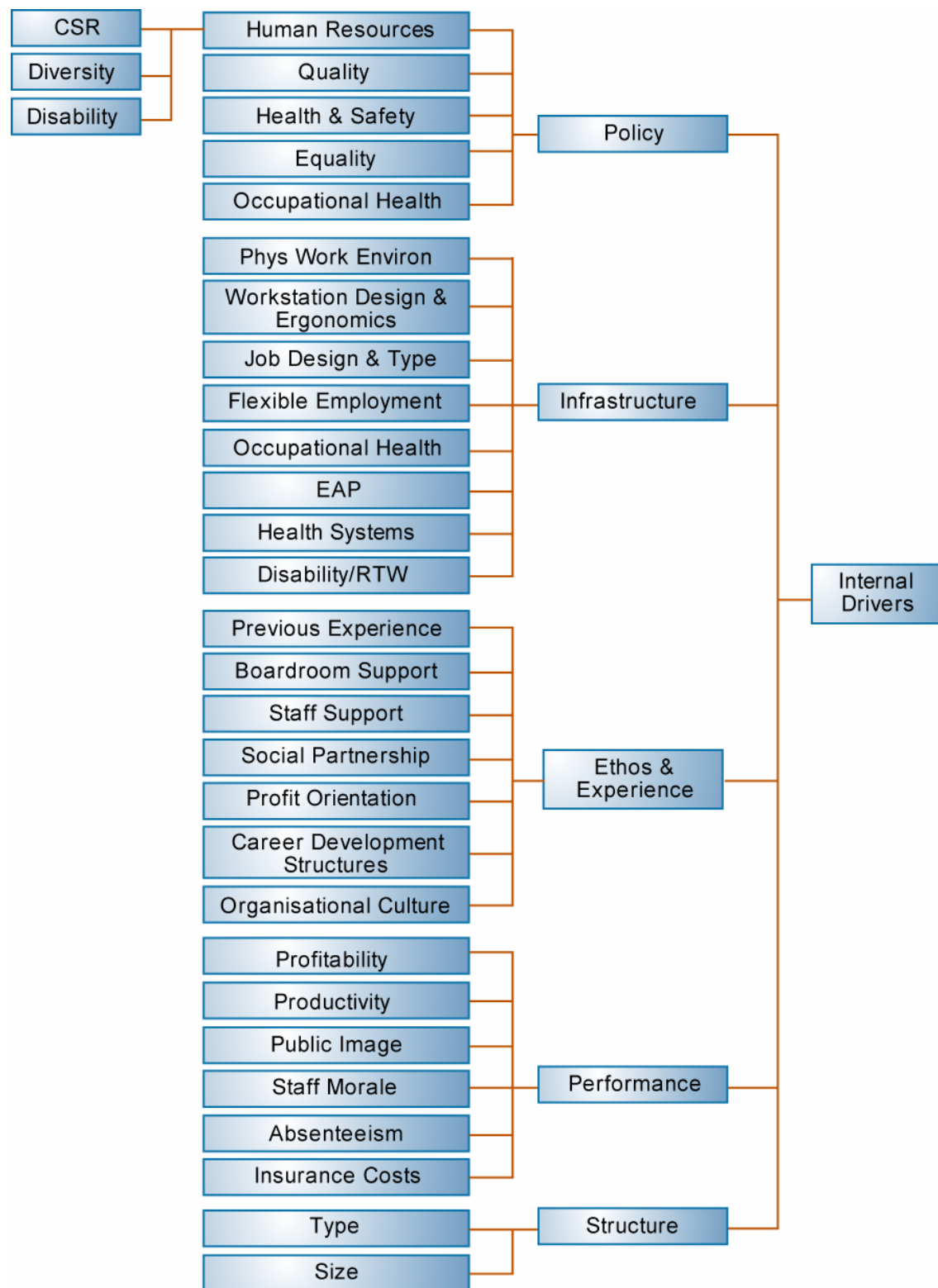


Figure 3: Internal Drivers of Employers Decision Making

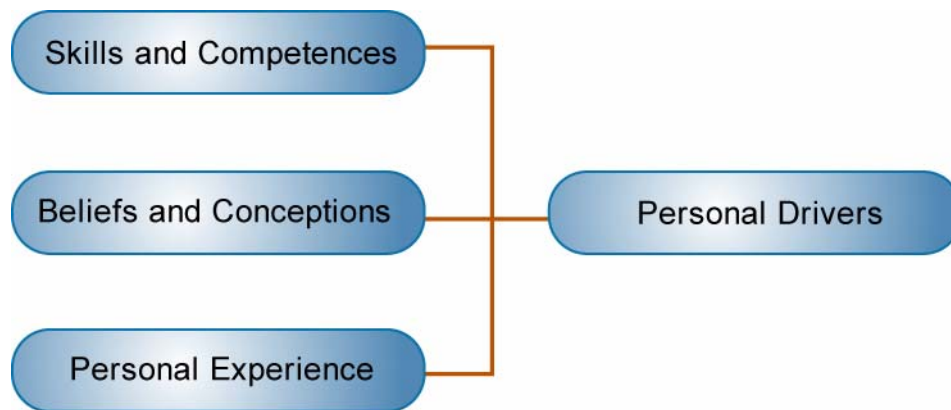


Figure 4: Personal Drivers of Employers Decision Making

3. Methods

In this section the methods of the study are described. The research population, measurement instruments and analyses are respectively described.

3.1 Research Population

The research population consisted of 10 employers per country. These were selected on the basis of them being active or non-active employers.

Active employers were defined as employers who had employed a person with a disability in the past year. They were therefore assumed to be familiar with the process of employing such people and with the factors which influenced the employment decision.

Non-active employers were defined as employers who had not employed a person with a disability in the past year. This did not preclude employers who had employed a person with a disability prior to this, but the aim was to find employers who had not done so.

The aim of making this distinction between active and non-active employers was to try to compare the attitudes of those with experience and those without experience of employing a person with a disability. However, it should be noted that there were serious difficulties in recruiting employers who had never employed a person with a disability. In practice, these are difficult to identify, and while the aim was to find employers who may have considered doing so, in reality they proved difficult to recruit. This was for a number of reasons. Firstly, some employers would not have any experience of persons with a disability in their recruitment processes. These employers would not necessarily have ever considered the issues involved, and would be of limited utility to the project as their views would necessarily be restricted. Secondly, some non-active employers would have taken a decision not to employ a person with a disability, and would be disposed to publicise the reasons for their decision.

In practical terms this meant that many of the non-active employers had previously employed a person with a disability, but not in the previous year. Even allowing for this difficulty in recruitment, some countries were unable to recruit 5 non-active employers (see Chapter 4).

This difficulty of recruitment also meant that there were difficulties of interpretation in relation to the data analyses that were undertaken. Because of the difficulties in knowing exactly how different the two groups were, the differences between the groups were somewhat less than anticipated (see Chapter 4).

The full sample of 15 countries consisted of 146 employers (i.e. 76 active employers and 70 non-active employers). Two countries were unable to fulfill the requirements of the sample – in Austria, it proved possible to identify only one non-active employer while in the UK, only 4 non-active employers could be recruited, but six active employers were recruited instead.

3.2 Measurement Instruments

The research method, which was used in this study, is a face-to-face interview. The interviews were administered by using a structured questionnaire, based on the Employer Threshold Model. This questionnaire – the Employer Threshold tool – is presented in Annex 1 to this report. Two slightly different versions of this questionnaire were developed – one for the active and the other for the non-active employers.

The main areas investigated by the questionnaire were:

Background of the employer – this section asked questions about the demography of the employer, and whether they had employed any people or persons with a disability in the past year.

Services supporting the employment of persons with a disability – this section asked about the frequency of usage (scale 0-5) and the helpfulness (scale 0-4) of 11 separate services which are external to the employer.

- Internal barriers and supports – this section asked 3 open e-ended questions about factors internal to the organisation that may facilitate or constrain the employment of a person with a disability. It also asked 17 fixed response questions (scale +3 to -3) in relation to a range of internal drivers of decision making.
- External drivers - 17 questions were asked about a range of external (non-service related) factors which may influence the decision making process (scale +3 to -3).

3.3 Analyses

In this section, the analyses strategy in relation to the results of the fixed-response questions, i.e. the quantitative data is described. It should be borne in mind that the number of respondents in the study was small, and therefore it was not possible to undertake a full analysis of the data.

Two considerations informed the analysis strategy adopted. Firstly, it was hypothesised that there would be differences between active and non-active employers. However, the small sample size within countries meant that conventional means of statistical analysis could not be applied with any rigour.

A second consideration concerns the amalgamation of data across the 15 countries in the study. It was recognised that there are large differences between the countries in terms of the national systems for the employment of persons with a disability (e.g. in terms of resources, the type of services available, the existence of quotas) and that these differences mean that it is difficult to build a 'European' model. Accordingly, results which are reported on European level should be taken as being indicative and heuristic, rather than being definitive.

The descriptive analyses undertaken involved the calculation of the means and standard deviations. These analyses were undertaken at country level, with the active and non-active groups being compared. The aim here was to look for large differences in mean scores, i.e. where there were strong suggestions that there

was a genuine difference between the groups. In addition, the standard deviations were examined in order to see the level of agreement within and between groups.

The results per country are reported separately for the groups of active and non-active employers. The following questions underlie the description of the results per country:

- What can, overall, be concluded? What are striking results?
- Which factors are rated as substantial facilitators or severe barriers?
- Do active and non-active participants hold different views in relation to the role of any factor?
- What is the level of agreement within the groups of active and non-active participants with regard to the role of the factors?

The criteria that were applied for the determination of the most important factors differ for each of the response scales used. Factors were indicated as a substantial facilitator or severe barrier in case of a mean value in between the two highest or lowest levels on the answering scale. For example, factors with mean values between +2 and +3 and between -2 and -3 on the facilitator/barrier scale (-3 to +3) were reported as being substantial facilitators and severe barriers respectively. However, factors that had lower ratings but were still relatively high are also mentioned in the results section. For example, if it was found that a factor had a mean value of between 1.5 and 2 or a mean value between -1.5 and -2 and on the facilitator/barrier scale, this factor was reported as being a facilitator or barrier respectively. The cut-off points used for each scale are indicated in the results section.

A high level of agreement, in other words little variety in opinions, in relation to the role of a specific factor in a group, referred to a standard deviation (SD) between 0 and 1.

Comparisons were also made between the overall employer group in each country and the employers in the remaining countries. Here, a difference in opinion between employers in a specific country and employers in the remaining countries was reported if this difference was ≥ 1 .

4. National Profiles

In this section, the findings are described per country in relation to the factors that influence people with disabilities to try to get paid employment. These findings are broken down in relation to both active and non-active employers.

4.1 Austria

4.1.1 Introduction

This Chapter presents the national profile from Austria. The Austrian sample consisted of 5 active employers but only 1 non-active employer. This problem of recruitment means that the interpretation of differences between active and non-active employers is not possible.

4.1.2 Usage of External Services

Table 4.1-1 below details the findings from Austria in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

Table 4.1-1: Frequency of Usage of and Helpfulness of External Services in Austria

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations	2-3 times in the past year	Once in the past year
Disability awareness training	Once in the past year	Never
Disability/equality audit	Never	Never
Job coaching	Once in the past year	2-3 times in the past year
Information and advice	Once in the past year	Once in the past year
Workplace Monitoring	Once in the past year	Never
Recruitment Agencies	Once in the past year	Once in the past year
Job/Person Matching	Never	Never
Productivity Related Financial Supports	2-3 times in the past year	Never
Financial Incentives	Never	Never
Financial penalties	Never	Never
Helpfulness of services		
Disability/equality audit	Slightly Helpful	Moderately Helpful
Environmental adaptations	Moderately Helpful	Moderately Helpful
Disability awareness training	Moderately Helpful	Slightly Helpful
Job coaching	Moderately Helpful	Very Helpful
Information and advice	Slightly Helpful	Very Helpful
Workplace Monitoring	Moderately Helpful	Moderately Helpful
Recruitment Agencies	Moderately Helpful	Moderately Helpful
Job/Person Matching	Moderately Helpful	Slightly Helpful
Productivity Related Financial Supports	Moderately Helpful	Very Helpful
Financial Incentives	Slightly Helpful	Very Helpful
Financial Penalties	No Effect	Moderately Helpful

Frequency of Usage of Services

The first point of note is that the ratings of frequency of usage are relatively low. Even amongst active employers, the most commonly used services were used at most 2-3 times in the past year (these were productivity related financial supports and environmental adaptations). One external 'service' was not used at all – disability/equality audits, with the remaining services being used at relatively low frequency by active employers.

It was not possible to compare non-active employers with active ones due to the small group size of the non-active employers.

Helpfulness of Services

The information in relation to the helpfulness of these services provides an indication of how important these services are in relation to supporting the employer in the employment process. Active employers in Austria did not cite any services as being particularly helpful. However, they did rate a number of them relatively positively - productivity related financial supports, environmental adaptations, workplace monitoring, job person matching, disability awareness training, recruitment agencies and job coaching. Each of these items was rated as being between helpful and very helpful. In addition, Austrian employers thought that equality/disability audits would be relatively helpful, even though they are not widespread.

There were different levels of agreement within the groups in relation to the helpfulness of the services under study. In general, active employers reported more agreement about how helpful services were. Employers tend to show most agreement with regard to services which were rated as most helpful (e.g. productivity related financial supports, financial incentives). In addition, there was a high level of agreement amongst active employers concerning the helpfulness of recruitment agencies.

Active employers showed relatively low levels of agreement between themselves regarding the helpfulness of services. In part, this was because they did not use these services often, but it may also reflect a lack of knowledge about some of the services. The highest levels of agreement were seen in relation to financial penalties.

4.1.3 Organisational Policies and Programmes

Table: 4.1-2 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. These policies range from obligatory policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Active employers in Austria rated two of these policies as being positive – corporate social responsibility, which was rated particularly highly and diversity and equal opportunities policy. Moreover, there was some level of agreement between them in relation to most of the policies. Only disability policy and to a lesser extent, flexible employment models had high levels of disagreement.

Table: 4.1-2: Role of Organisational Policies and Programmes in Austria

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	Very positive	Somewhat positive
Diversity and equal opportunities	Somewhat positive	Somewhat positive
Disability policy	Neutral	Somewhat positive
Health & Safety policy	Neutral	A little positive
Occupational Health team/service	Neutral	A little positive
Flexible Employment Models	Neutral	Neutral
Employee Assistance Programme	A little positive	Somewhat positive

4.1.4 Organisational Culture and Motivational Factors

Table 4.1-3 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Active employers in Austria tended to rate these factors as being of relatively limited importance in influencing decisions to employ. None of the 10 factors were rated as being very important. However, there was a high level of disagreement amongst active employers regarding the significance of many of these factors. In particular, maintenance costs, previous experience, boardroom commitment and the opinions of staff and colleagues saw high levels of disagreement.

There was only one non-active employers in the sample, and this employer tended to rate four of these factors as being more important than active employers – impact on productivity, boardroom commitment, public image and staff morale.

Table 4.1-3: Role of Organisational Culture and Motivational Factors in Austria

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	A little positive	A little positive
Boardroom commitment	Somewhat positive	Somewhat positive
Opinions of staff and colleagues	A little positive	A little positive
Expectation of impact on productivity	A little negative	Very positive
Public Image of the organisation	A little positive	Somewhat positive
Impact on staff morale	A little positive	Somewhat positive
Insurance costs	Neutral	A little positive
Impact on employee maintenance costs	Neutral	A little positive
Impact on workload of other employees	Neutral	A little positive
Factors associated with PWD	Neutral	A little positive

4.1.5 The Role of External Contextual Factors

Table 4.1-4 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages.

Active employers in Austria generally rated these factors as not being important. In fact, one of the factors – legal requirements to employ a person with a disability, was rated negatively. In addition, there were quite high levels of agreement between employers with respect to these external factors with the exception of 3 – financial penalties, legal requirements to employ and state training supports.

The single non-active employer tended to rate most of these factors as being important.

Table 4.1-4: Role of External Contextual Factors in Austria

External Factors	Active	Non-Active
	Mean	Mean
The example of competitors	Neutral	Somewhat positive
The influence of the social partners	Neutral	Somewhat positive
The state of the economy	A little negative	A little positive
Legal requirements to employ pvd	Somewhat negative	Somewhat positive
Financial incentives from the State	A little positive	Somewhat positive
Financial penalties from the State	Neutral	A little positive
Labour shortages	Neutral	Very positive
State Training supports	A little positive	Somewhat positive

Table 4.1-5 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability. In general terms Austrian employers did not see any of the seven items as being a major advantage. They did report some benefit in relation to having an improved reputation with disabled customers, improved public image and having improved employee morale, but the remaining items were not perceived to be major advantages. However, it should be noted that there was some variation in these opinions amongst the active employers in Austria.

Table 4.1-5: Advantages Of Employing People With Disabilities In Austria (Active Employers Only)

	Mean
Access to a wider talent pool	Some
Healthier work environments	Some
Improved employee morale	Some
Better designed user-centred products and services	Some
Improved reputation with disabled customers	Some
Better ability to recruit and retain workers	None
Improved public image	Some

4.1.6 Summary and Conclusions

In general, Austrian employers did not voice strong opinions regarding the importance of the 5 sets of factors examined in the questionnaire. When compared to the overall group, Austrian employers tended to rate most factors as playing a less important role than their international counterparts (see Chapter 5).

However, active employers in Austria did identify a number of factors which played a role in their decisions to employ a person with disabilities. These were:

- Corporate Social Responsibility
- Diversity and equal opportunities
- Legal requirements to employ people with a disability

It was not possible to adequately assess the opinions of non-active employers as there was only one in the sample.

These findings point to the importance of internal policy measures which employers may take to. Unlike some other countries, which emphasise system aspects, it appears that Austrian employers view the most helpful factors as being within their own control.

4.2 Denmark

4.2.1 Introduction

This Chapter presents the national profile from Denmark. The Danish sample consisted of 5 active employers and 5 non-active employers. Not all of the elements of the model applied in Denmark. Specifically, financial penalties for failing to employ a person with a disability do not exist, while disability/equality audits were not experienced by Danish employers.

4.2.2 Usage of External Services

Table 4.2-1 below details the findings from Denmark in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

In the Table, for items where the active and non-active employers differed, a blue colour is used.

Table 4.2-1: Frequency of Usage of and Helpfulness of External Services in Denmark

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations	2-3 times in the past year	Once in the past year
Disability awareness training	Once in the past year	Once in the past year
Disability/equality audit	Never	Never
Job coaching	2-3 times in the past year	Once in the past year
Information and advice	Once in the past year	Once in the past year
Workplace Monitoring	2-3 times in the past year	Never
Recruitment Agencies	Once in the past year	Once in the past year
Job/Person Matching	Once in the past year	Never
Productivity Related Financial Supports	2-3 times in the past year	Once in the past year
Financial Incentives	Never	Never
Financial penalties		
Helpfulness of Services		
Disability/equality audit	Moderately Helpful	Slightly Helpful
Environmental adaptations	Very Helpful	Very Helpful
Disability awareness training	Moderately Helpful	Moderately Helpful
Job coaching	Very Helpful	Very Helpful
Information and advice	Very Helpful	Slightly Helpful
Workplace Monitoring	Very Helpful	Very Helpful
Recruitment Agencies	Moderately Helpful	Moderately Helpful
Job/Person Matching	Very Helpful	Slightly Helpful
Productivity Related Financial Supports	Extremely Helpful	Very Helpful
Financial Incentives	Extremely Helpful	Moderately Helpful
Financial Penalties	No Effect	

Frequency of usage of services

The first point of note is that the ratings of frequency of usage are relatively low. Even amongst active employers, the most commonly used services were used at most 2-3 times in the past year (these were productivity related financial supports and job coaching services). Two external 'services' were not used at all – disability/equality audits and financial penalties, with the remaining services being used at relatively low frequency by active employers.

When non-active employers are compared to active ones, it is not surprising to find that they used almost all services at a lower frequency. These differences were seen in relation to the frequency of usage of environmental adaptations, job coaching services, and workplace monitoring. However, though some of these differences between the two types of employer appear relatively large, the small sample size does not allow these differences to be adequately tested.

A number of items were left blank by both sets of respondents because they were not relevant to the Danish situation. For active and non-active employers, these items concerned disability or equality audits and financial penalties for not employing people with disabilities. In addition, non-active employers did not use a number of other services with any frequency (workplace monitoring, job/person matching or financial incentives).

Helpfulness of Services

The information in relation to the helpfulness of these services provides an indication of how important these services are in relation to supporting the employer in the employment process. Active employers in Denmark cited five services as being particularly helpful – productivity related financial supports, financial incentives and environmental adaptations. Each of these items was rated as being between very helpful and extremely helpful. They also rated workplace monitoring and information and advice services as being relatively helpful. In addition, non-active employers rated productivity related financial supports and workplace monitoring as being very or even more helpful.

There were different levels of agreement within the groups in relation to the helpfulness of the services under study. In general, active employers reported more agreement about how helpful services were (lower SD numbers indicate greater levels of agreement within a group). Employers tend to show most agreement with regard to services which were rated as most helpful (e.g. productivity related financial supports, financial incentives). In addition, there was a high level of agreement amongst active employers concerning the helpfulness of recruitment agencies.

Non-active employers showed far lower levels of agreement regarding the helpfulness of services. In part, this was because they did not use these services often, but it may also reflect a lack of knowledge about the services. Services where high levels of disagreement were reported included productivity related financial supports, financial incentives, information and advice, job coaching and recruitment agencies.

Though there were some apparently large differences between the active and non-active employers, the small sample sizes prevent definitive statements being made - larger groups of representatively selected employers are needed to investigate these differences thoroughly. However, the findings suggest differences between the active and non-active employers in relation to the helpfulness of disability/equality audits, information and advice services, job-person matching and financial incentives. In all of these cases, active employers tended to rate these elements as being more helpful than the non-active employers.

4.2.3 Organisational Policies and Programmes

Table 4.2-2 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. These policies range from obligatory policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Active employers in Denmark did not rate any of these policies very highly in terms of the role they played in influencing the decision to employ people with disabilities. However, there was some level of disagreement between them in relation to most of the policies. In particular, they rated CSR, diversity and equal opportunities flexible employment models and disability policies as being mildly supportive, but this finding masked a wide range of views amongst active employers.

Non-active employers reported similar views, but there was an even greater range of opinion amongst non-active employers. In addition there were no large differences when compared to the active employers in the overall ratings of these policies, though non-active employers tended to rate flexible employment models as being neutral, while active employers rated it relatively positively.

Table 4.2-2: Role of Organisational Policies and Programmes in Denmark

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	A little positive	Somewhat positive
Diversity and equal opportunities	A little positive	Somewhat positive
Disability policy	A little positive	A little positive
Health & Safety policy	Neutral	Neutral
Occupational Health team/service	Neutral	Neutral
Flexible Employment Models	A little positive	Neutral
Employee Assistance Programme	A little positive	A little positive

4.2.4 Organisational Culture and Motivational Factors

Table 4.2-3 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Active employers in Denmark tended to rate these factors as being of relatively limited importance in influencing decisions to employ. The most important factors were the opinions of staff and colleagues, the impact on staff morale and factors associated with the person with disabilities. However, these were at most of moderate importance and there were low levels of agreement amongst active employers in relation to these issues.

Non-active employers tended to rate these factors as being less important than active employers, though the differences with active employers were not large in most cases. However, there were relatively sizeable differences reported in relation to the opinions of staff and colleagues, the impact on staff morale and factors associated with the person with disabilities. In each of these cases, active employers tended to rate these elements more highly.

One finding of interest was that most non-active employers rated previous experience slightly negatively – this may mean that they have had previous negative experiences or that a lack of experience is perceived as a barrier to employing a person with disabilities. However, non-active employers tended to have low levels of agreement about the influence of these factors – this was evident in relation to five of the cultural and motivational factors examined (where the SD is greater than one). Overall, active employers tended to have relatively high levels of agreement about the importance of cultural and motivational factors.

Table 4.2-3: Role of Organisational Culture and Motivational Factors in Denmark

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	A little positive	A little positive
Boardroom commitment	A little positive	A little positive
Opinions of staff and colleagues	A little positive	A little negative
Expectation of impact on productivity	Neutral	Neutral
Public Image of the organisation	A little positive	A little positive
Impact on staff morale	A little positive	Neutral
Insurance costs	Neutral	Neutral
Impact on employee maintenance costs	A little negative	A little negative
Impact on workload of other employees	A little negative	Neutral
Factors associated with PWD	Neutral	Neutral

4.2.5 The Role of External Contextual Factors

Table 4.2-4 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages.

Active employers in Denmark generally rated these factors as not being important with the exception of two – financial incentives from the State and State training supports. Moreover, there was a relatively high level of agreement about the importance of these factors.

Table 4.2-4: Role of External Contextual Factors in Denmark

External Factors	Active	Non-Active
	Mean	Mean
The example of competitors	Neutral	Neutral
The influence of the social partners	Neutral	Neutral
The state of the economy	Neutral	A little positive
Legal requirements to employ pwd		
Financial incentives from the State	Somewhat positive	Somewhat positive
Financial penalties from the State		
Labour shortages	Neutral	A little positive
State training supports	Somewhat positive	Somewhat positive

Non-active employers reported a similar set of opinions as the active employers about the importance of these factors, though there were slightly lower levels of agreement amongst them.

Neither the active nor the non-active employers rated two of the items – legal requirements to employ a person with disabilities or financial penalties from the State, as these elements do not exist in Denmark.

Table 4.2-5 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability. In general terms Danish employers did not see any of the seven items as being a major advantage. They did report some benefit in relation to having access to a wider talent pool and having improved employee morale, but the remaining items were not perceived to be major advantages. However, it should be noted that there was some variation in these opinions amongst the active employers in Denmark.

Table 4.2-5: Advantages of Employing People with Disabilities in Denmark (Active Employers Only)

	Mean
Access to a wider talent pool	Some
Healthier work environments	Some
Improved employee morale	Some
Better designed user-centred products and services	Some
Improved reputation with disabled customers	Some
Better ability to recruit and retain workers	Some
Improved public image	Some

4.2.6 Summary and Conclusions

In general, Danish employers (particularly the non-active employers) did not voice strong opinions regarding the importance of the 5 sets of factors examined in the questionnaire. When compared to the overall group, Danish employers tended to rate most factors as playing a less important role than their international counterparts (see Chapter 5).

However, active employers in Denmark did identify a number of factors which played a role in their decisions to employ a person with disabilities. These were:

- Helpfulness of productivity Related Financial Supports
- Helpfulness of financial Incentives
- Helpfulness of environmental adaptations
- Financial incentives from the State
- State training supports

In addition, non-active employers reported workplace monitoring to be important.

These findings are remarkable in that they point to the importance of specific measures which provide financial or operational support to employers. These measures are all features of the national system external to the employer. Danish employers appear to place relatively less importance on either less operational factors or on the policies and practices of their own organisations in relation to making decisions to employ a person with disabilities.

4.3 Finland

4.3.1 Introduction

This Chapter presents the national profile from Finland. The Finnish sample consisted of 5 active employers and 5 non-active employers. Not all of the elements of the model applied in Finland. Specifically, financial penalties for failing to employ a person with a disability do not exist, while disability/equality audits and insurance costs were not generally experienced by Finnish employers.

4.3.2 Usage of External Services

Table 4.3-1 below details the findings from Finland in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

In the Table, for items where the active and non-active employers differed, a blue colour is used.

Table 4.3-1: Frequency of Usage of and Helpfulness of External Services in Finland

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations	Never	Once in the past year
Disability awareness training	Never	Never
Disability/equality audit	Never	Never
Job coaching	Once in the past year	Once in the past year
Information and advice	Never	Never
Workplace Monitoring	Once in the past year	Once in the past year
Recruitment Agencies	Once in the past year	Once in the past year
Job/Person Matching	Once in the past year	Never
Productivity Related Financial Supports	Once in the past year	Once in the past year
Financial Incentives	Once in the past year	Never
Financial penalties	Never	Never
Helpfulness of services		
Disability/equality audit	Slightly Helpful	Moderately Helpful
Environmental adaptations	Moderately Helpful	Moderately Helpful
Disability awareness training	Moderately Helpful	Very Helpful
Job coaching	Moderately Helpful	Moderately Helpful
Information and advice	Moderately Helpful	Moderately Helpful
Workplace Monitoring	Very Helpful	Very Helpful
Recruitment Agencies	Moderately Helpful	Very Helpful
Job/Person Matching	Very Helpful	Very Helpful
Productivity Related Financial Supports	Very Helpful	Very Helpful
Financial Incentives	Very Helpful	Very Helpful
Financial Penalties	Slightly Helpful	Slightly Helpful

Frequency of Usage of Services

The first point of note is that the ratings of frequency of usage are very low. Even amongst active employers, the most commonly used services were used at most once in the past year. Two external 'services' were not used at all by active employers – disability/equality audits and financial penalties, with the remaining services being used at relatively low frequency.

When non-active employers are compared to active ones, it is perhaps surprising to find that they used almost all services at about the same frequency. No large differences were seen in relation to the frequency of usage any of the services.

A number of items were left blank by both sets of respondents because they were not relevant to the Finnish situation. For active employers, these items concerned disability or equality audits and financial penalties for not employing people with disabilities. In addition, non-active employers did not use a number of other services with any frequency (workplace monitoring or job/person matching).

Helpfulness of Services

The information in relation to the helpfulness of these services provides an indication of how important these services are in relation to supporting the employer in the employment process. Active employers in Finland cited only two services as being particularly helpful – productivity related financial supports and financial incentives. Each of these items was rated as being between moderately helpful and very helpful. In addition, non-active employers rated productivity related financial supports as being very or even more helpful.

There were different levels of agreement within the groups in relation to the helpfulness of the services under study. In general, active employers reported quite low levels of agreement about how helpful services were (lower SD numbers indicate greater levels of agreement within a group). There was a high level of agreement amongst active employers concerning the helpfulness of environmental adaptations, information and advice services, recruitment agencies and job/person matching.

Non-active employers showed relatively low levels of agreement regarding the helpfulness of services. In part, this was because they did not use these services often, but it may also reflect a lack of knowledge about the services. Services where high levels of agreement were reported included productivity related financial supports, workplace monitoring, job coaching, disability awareness training and environmental adaptations.

Though there were some apparently large differences between the active and non-active employers, the small sample sizes prevent definitive statements being made - larger groups of representatively selected employers are needed to investigate these differences thoroughly. However, the findings suggest only one difference between the active and non-active employers in relation to the helpfulness of disability awareness training, where non-active employers tended to rate this as being more helpful.

4.3.3 Organisational Policies and Programmes

Table 4.3-2 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. These policies range from obligatory policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Active employers in Finland did not rate any of these policies very highly in terms of the role they played in influencing the decision to employ people with disabilities. However, there was some level of disagreement between them in relation to three of the policies (Corporate Social Responsibility, Diversity and equal opportunities and Health & Safety policy).

Non-active employers reported broadly similar views, but there was an even greater range of opinion amongst non-active employers. They tended to rate CSR policy and flexible employment models as being important. There were two relatively large differences between the active and non-active employers in the overall ratings of these policies. Non-active employers tended to rate flexible employment models and employee assistance programmes as being more helpful than active employers.

Table 4.3-2: Role of Organisational Policies and Programmes in Finland

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	A little positive	Somewhat positive
Diversity and equal opportunities	A little positive	Somewhat positive
Disability policy	Neutral	A little positive
Health & Safety policy	Neutral	A little positive
Occupational Health team/service	Neutral	A little positive
Flexible Employment Models	Neutral	Somewhat positive
Employee Assistance Programme	Neutral	Somewhat positive

4.3.4 Organisational Culture and Motivational Factors

Table 4.3-3 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Active employers in Finland tended to rate these factors as being of relatively limited importance in influencing decisions to employ. The most important factors were the opinions of staff and colleagues, having previous experience of employing a person with a disability and the public image of the organisation. However, these were at most of moderate importance and there were low levels of agreement amongst active employers in relation to these issues.

Table 4.3-3: Role of Organisational Culture and Motivational Factors in Finland

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	Somewhat positive	A little positive
Boardroom commitment	A little positive	Somewhat positive
Opinions of staff and colleagues	Somewhat positive	A little positive
Expectation of impact on productivity	Neutral	Neutral
Public Image of the organisation	Somewhat positive	A little positive
Impact on staff morale	A little positive	A little positive
Insurance costs	Neutral	Neutral
Impact on employee maintenance costs	Neutral	Neutral
Impact on workload of other employees	Neutral	Neutral
Factors associated with PWD	Neutral	Neutral

Overall, non-active employers tended to rate these factors as being less important than active employers, though the differences with active employers were not large in most cases. Only in the case of the public image of the organisation were relatively sizeable differences reported.

Non-active employers tended to have higher levels of agreement about the influence of these factors – only two (previous experience and the opinions of staff and colleagues) showed evidence of disagreement. Overall, active employers tended to have relatively lower levels of agreement about the importance of cultural and motivational factors.

4.3.5 The Role of External Contextual Factors

Table 4.3-4 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages.

Active employers in Finland rated all of these factors as not being important. Moreover, there was a relatively high level of agreement about the lack of importance of these factors.

Table 4.3-4: Role of External Contextual Factors in Finland

	Active	Non-Active
External Factors	Mean	Mean
The example of competitors	Neutral	Neutral
The influence of the social partners	Neutral	Neutral
The state of the economy	Neutral	A little negative
Legal requirements to employ pwd	Neutral	Neutral
Financial incentives from the State	A little positive	Neutral
Financial penalties from the State	Neutral	Neutral
Labour shortages	Neutral	Neutral
State training supports	Neutral	Somewhat positive

Non-active employers reported a similar set of opinions as the active employers about the importance of these factors, though there were slightly lower levels of agreement amongst them. Non-active employers tended to rate State training supports as being more important than active employers.

Neither the active nor the non-active employers provided ratings in relation to financial penalties from the State, as this element does not exist in Finland.

Table 4.3-5 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability. In general terms Finnish employers did not see any of the seven items as being a major advantage. They did report some benefit in relation to healthier work environments, having improved employee morale and improved public image, but the remaining items were not perceived to be major advantages. However, it should be noted that there was some variation in these opinions amongst the active employers in Finland.

Table 4.3-5: Advantages of Employing People with Disabilities in Finland (Active Employers only)

	Mean
Access to a wider talent pool	Some
Healthier work environments	Some
Improved employee morale	Some
Better designed user-centred products and services	None
Improved reputation with disabled customers	None
Better ability to recruit and retain workers	None
Improved public image	Some

4.3.6 Summary and Conclusions

In general, Finnish employers did not voice strong opinions regarding the importance of the 5 sets of factors examined in the questionnaire. When compared to the overall group, Finnish employers tended to rate most factors as playing a less important role than their international counterparts (see Chapter 5).

However, employers in Finland did identify a number of factors which played a role in their decisions to employ a person with disabilities. These were:

- Disability awareness training
- Workplace Monitoring
- Productivity Related Financial Supports
- Financial Incentives
- Flexible Employment Models
- Corporate Social Responsibility
- Previous experience
- Opinions of staff and colleagues

- Public Image of the organisation
- State training supports

Even though the findings in relation to these factors were relatively weak, they do suggest that both are remarkable in that they point to the importance of specific measures which provide financial or operational support to employers. These measures are all features of the national system external to the employer. Finnish employers appear to place relatively less importance on either less operational factors or on the policies and practices of their own organisations in relation to making decisions to employ a person with disabilities.

4.4 France

4.4.1 Introduction

This Chapter presents the national profile from France. The French sample consisted of 5 active employers and 5 non-active employers. Not all of the elements of the model applied in France. Specifically, productivity related financial supports do not apply, while workplace monitoring services also appear to be unavailable in France.

4.4.2 Usage of External Services

Table 4.4-1 below details the findings from France in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

In the Table, for items where the active and non-active employers differed, a blue colour is used.

Table 4.4-1: Frequency of Usage of and Helpfulness of External Services in France

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations	Once in the past year	Never
Disability awareness training	Once in the past year	Never
Disability/equality audit	Never	Never
Job coaching	Once in the past year	Never
Information and advice	Once in the past year	Never
Workplace Monitoring	Never	Never
Recruitment Agencies	2-3 times in the past year	Once in the past year
Job/Person Matching	Once in the past year	Never
Productivity Related Financial Supports	Never	Never
Financial Incentives	Once in the past year	Never
Financial penalties	Never	Once in the past year
Helpfulness of services		
Disability/equality audit	Moderately Helpful	Moderately Helpful
Environmental adaptations	Very Helpful	Moderately Helpful
Disability awareness training	Very Helpful	Moderately Helpful
Job coaching	Very Helpful	Moderately Helpful
Information and advice	Moderately Helpful	Slightly Helpful
Workplace Monitoring		Moderately Helpful
Recruitment Agencies	Very Helpful	Moderately Helpful
Job/Person Matching	Moderately Helpful	Moderately Helpful
Productivity Related Financial Supports		Moderately Helpful
Financial Incentives	Moderately Helpful	Slightly Helpful
Financial Penalties	Moderately Helpful	Slightly Helpful

Frequency of Usage of Services

The ratings of frequency of usage of services are relatively low in France. Even amongst active employers, the most commonly used services were used less than 2-3 times in the past year (recruitment agencies and job/person matching services). Two external 'services' were not used at all – workplace monitoring and productivity related financial supports.

When non-active employers are compared to active ones, it is not surprising to find that they used almost all services at a lower frequency. These differences were seen in relation to the frequency of usage of environmental adaptations, job coaching, job/person matching and financial incentives. However, though some of these differences between the two types of employer appear relatively large, the small sample size does not allow these differences to be adequately tested.

A number of items were left blank by both sets of respondents because they were not relevant to the French situation. For active and non-active employers, these items concerned workplace monitoring and productivity related financial supports. In addition, non-active employers did not use a number of other services with any frequency (disability/equality audits, job/person matching or financial incentives).

Helpfulness of Services

The information in relation to the helpfulness of these services provides an indication of how important these services are in relation to supporting the employer in the employment process. Active employers in France cited five services as being particularly helpful – environmental adaptations, disability awareness training, job coaching and recruitment agencies. Each of these items was rated as being between moderately and very helpful. Non-active employers did not rate any of the factors as being especially helpful.

There were different levels of agreement within the groups in relation to the helpfulness of the services under study. In general, active employers reported more agreement about how helpful services were (lower SD numbers indicate greater levels of agreement within a group). Employers tend to show most agreement with regard to services which were rated as most helpful (e.g. disability awareness training, job coaching). In addition, there was a high level of agreement amongst active employers concerning the helpfulness of recruitment agencies.

Non-active employers also showed relatively high levels of agreement regarding the helpfulness of services. Only four services provoked high levels of disagreement - disability/ equality audits, financial penalties, financial incentives and information and advice services.

Though there were some apparently large differences between the active and non-active employers, the small sample sizes prevent definitive statements being made - larger groups of representatively selected employers are needed to investigate these differences thoroughly. However, the findings suggest differences between the active and non-active employers in relation to the helpfulness of environmental adaptations, information and advice services and financial incentives. In all of these cases, active employers tended to rate these elements as being more helpful than the non-active employers.

4.4.3 Organisational Policies and Programmes

Table 4.4-2 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. These policies range from obligatory policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Active employers in France tended to rate most of these policies very highly in terms of the role they played in influencing the decision to employ people with disabilities – all except EAP programmes were rated positively. However, there was some level of disagreement between them in relation to two of the policies – disability policy and EAP.

Non-active employers reported much less positive views, but there were large differences of opinion amongst non-active employers in relation to six of the seven items. These ratings tended to be much lower than was the case for active employers. Four items (CSR, diversity and equal opportunities, Health & Safety policy and having access to an occupational Health team/service) tended to be rated more negatively by non-active employers.

Table 4.4-2: Role of Organisational Policies and Programmes in France

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	Very positive	A little positive
Diversity and equal opportunities	Very positive	A little positive
Disability policy	Somewhat positive	Somewhat positive
Health & Safety policy	Somewhat positive	Neutral
Occupational Health team/service	Somewhat positive	Neutral
Flexible Employment Models	Somewhat positive	Somewhat positive
Employee Assistance Programme	A little positive	A little positive

4.4.4 Organisational Culture and Motivational Factors

Table 4.4-3 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Active employers in France tended to rate most of these factors as being of relatively limited importance in influencing decisions to employ. The most important factors were having previous experience, boardroom commitment and the public image of the organisation. These were rated quite highly. Overall, there was a lot of agreement in relation to three issues, but there tended to be much lower levels of agreement in relation to the other seven.

Non-active employers tended to rate these factors as being less important than active employers, though the differences with active employers were not large in most cases. However, there were relatively sizeable differences reported in relation

to previous experience and boardroom commitment. In both of these cases, active employers tended to rate these elements more highly.

However, non-active employers tended to have low levels of agreement about the influence of these factors – this was evident in relation to six of the cultural and motivational factors examined (where the SD is greater than one). Overall, active employers tended to have relatively high levels of agreement about the importance of cultural and motivational factors.

Insurance costs did not seem to be a factor in France in relation to the employment of people with disabilities.

Table 4.4-3: Role of Organisational Culture and Motivational Factors in France

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	Very positive	Somewhat positive
Boardroom commitment	Very positive	A little positive
Opinions of staff and colleagues	Somewhat positive	A little positive
Expectation of impact on productivity	A little positive	Neutral
Public Image of the organisation	Somewhat positive	Somewhat positive
Impact on staff morale	A little positive	A little positive
Insurance costs		A little positive
Impact on employee maintenance costs	Neutral	Neutral
Impact on workload of other employees	Neutral	A little positive
Factors associated with PWD	A little positive	A little positive

4.4.5 The Role of External Contextual Factors

Table 4.4-4 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages.

Table 4.4-4: Role of External Contextual Factors in France

	Active	Non-Active
External Factors	Mean	Mean
The example of competitors	Neutral	A little positive
The influence of the social partners	Somewhat positive	A little positive
The state of the economy	A little positive	Neutral
Legal requirements to employ pwd	Somewhat positive	Somewhat positive
Financial incentives from the State	Somewhat positive	A little positive
Financial penalties from the State	Somewhat positive	Somewhat positive
Labour shortages	A little positive	Neutral
State training supports	Neutral	A little positive

Active employers in France generally rated three of these factors as being important - financial incentives from the State, financial penalties from the State and legal requirements to employ people with disabilities. Moreover, there was a

relatively high level of agreement about the importance of these factors, though there tended to be much less in relation to the other five.

Non-active employers reported a similar set of opinions as the active employers about the importance of these factors, with the exception of financial penalties from the State. Non-active employers showed similar levels of disagreement when compared to the active employers.

Table 4.4-4 also points to a number of apparent differences between active and non-active employers. In all, three system factors showed relatively large differences, with the employers rating financial incentives and labour shortages more highly. On the other hand, non-active employers tended to rate State training supports as being more important.

Table 4.4-5 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability. French employers rated two of the seven items as being a major advantage. These were healthier work environments and better designed user centred products and services. They also reported some benefit in relation to having access to a wider talent pool and having improved employee morale, but the remaining items were not perceived to be major advantages. Moreover, there were fairly high levels of agreement on these opinions amongst the active employers in France.

Table 4.4-5: Advantages of Employing People with Disabilities in France (Active Employers Only)

	Mean
Access to a wider talent pool	Some
Healthier work environments	Large
Improved employee morale	Large
Better designed user-centred products and services	Large
Improved reputation with disabled customers	Some
Better ability to recruit and retain workers	None
Improved public image	Some

4.4.6 Summary and Conclusions

In general, French employers (particularly the active employers) tended to voice strong opinions regarding the importance of the 5 sets of factors examined in the questionnaire. When compared to the overall group, French employers tended to rate most factors as playing a more important role than their international counterparts (see Chapter 5).

Active employers in France identified no less than 18 factors which played a role in their decisions to employ a person with disabilities. These were:

- Environmental adaptations
- Disability awareness training

- Job coaching
- Recruitment Agencies
- Corporate Social Responsibility
- Diversity and equal opportunities
- Disability policy
- Health & Safety policy
- Occupational Health team/service
- Flexible Employment Models
- Previous experience
- Boardroom commitment
- Public Image of the organisation
- Legal requirements to employ persons with disabilities
- Financial incentives from the State
- Financial penalties from the State
- Healthier work environments
- Better designed user-centred products and services

In general, non-active employers tended to report fewer factors, but all of the factors that they cited overlapped with those of the active employers.

These findings point to the importance of a range of specific measures which are of importance. French employers see identify both external and internal drivers to their decision making and they also recognise the importance of both hard and soft measures. This nuanced opinion by employers may relate to the employment quota system in France, where employers are like to be more familiar with the issues surrounding the employment of a person with a disability.

4.5 Germany

4.5.1 Introduction

This Chapter presents the national profile from Germany. The German sample consisted of 5 active employers and 5 non-active employers. Not all of the elements of the model applied in Germany. Specifically, disability/equality auditing appears not to be available in Germany.

4.5.2 Usage of External Services

Table 4.5-1 below details the findings from Germany in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

In the Table, for items where the active and non-active employers differed, a blue colour is used.

Table 4.5-1: Frequency of Usage of and Helpfulness of External Services in Germany

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations	2-3 times in the past year	Never
Disability awareness training	Once in the past year	Never
Disability/equality audit	Never	Never
Job coaching	Once in the past year	2-3 times in the past year
Information and advice	2-3 times in the past year	2-3 times in the past year
Workplace Monitoring	Once in the past year	Never
Recruitment Agencies	4-6 times in the past year	2-3 times in the past year
Job/Person Matching	Once in the past year	Once in the past year
Productivity Related Financial Supports	4-6 times in the past year	Once in the past year
Financial Incentives	Never	Never
Financial penalties	Once in the past year	Never
Helpfulness of services		
Disability/equality audit	No Effect	Extremely Helpful
Environmental adaptations	Very Helpful	Very Helpful
Disability awareness training	Moderately Helpful	Very Helpful
Job coaching	Very Helpful	Very Helpful
Information and advice	Very Helpful	Very Helpful
Workplace Monitoring	Moderately Helpful	Very Helpful
Recruitment Agencies	Very Helpful	Very Helpful
Job/Person Matching	Slightly Helpful	Very Helpful
Productivity Related Financial Supports	Very Helpful	Very Helpful
Financial Incentives	Moderately Helpful	Moderately Helpful
Financial Penalties	No Effect	No Effect

Frequency of Usage of Services

The ratings of frequency of usage of services are relatively low in Germany. Even amongst active employers, the most commonly used services were used less than 4-6 times in the past year (recruitment agencies and productivity related financial supports). One external 'service' was not used at all – disability/equality audits.

When non-active employers are compared to active ones, it is not surprising to find that they used almost all services at a lower frequency. Differences were seen in relation to the frequency of usage of environmental adaptations, job coaching, recruitment agencies, productivity related financial supports and financial incentives. Somewhat strangely, non-active employers reported using job coaching services more often than their active counterparts. However, though some of these differences between the two types of employer appear relatively large, the small sample size does not allow these differences to be adequately tested.

A number of items were left blank, particularly by the non-active employers, presumably because they were not relevant in the context of not employing anyone. These services concerned disability awareness training, disability/equality auditing, financial incentives and financial penalties. In addition, active employers did not use services for disability/equality auditing.

Helpfulness of Services

The information in relation to the helpfulness of these services provides an indication of how important these services are in relation to supporting the employer in the employment process. Unlike many countries, the non-active employers from Germany reported that more of these services could or would be helpful. In all, they reported that disability/equality audits, environmental adaptations, disability awareness training, job coaching, information and advice services, workplace monitoring services and job/person matching services were of varying helpfulness in supporting the decision to employ. (It should be noted that only one non-active employer responded to the question regarding disability/equality audits).

Active employers in Germany cited only two services as being particularly helpful – productivity related financial supports and recruitment agencies. Each of these items was rated as being between very and extremely helpful.

In general both groups of employers tended to coincide in their assessments of the helpfulness of the services under study. In both groups, there was significant agreement in relation to only 3 of the services mentioned (lower SD numbers indicate greater levels of agreement within a group). For active employers these were workplace monitoring, job/person matching and financial incentives. For non-active employers these were information and advice, job/person matching and productivity related financial supports.

Though there were some apparently large differences between the active and non-active employers, the small sample sizes prevent definitive statements being made - larger groups of representatively selected employers are needed to investigate these differences thoroughly. However, the findings suggest differences between the active and non-active employers in relation to the helpfulness of disability

audits, job/person matching and disability awareness training. In all of these cases, non-active employers tended to rate these elements as being more helpful than the non-active employers. These ratings occur despite the fact that non-active employers use these services with at best a very low frequency – they are therefore basing their opinions on what they think the helpfulness of these services could be, rather than on their actual helpfulness.

4.5.3 Organisational Policies and Programmes

Table 4.5-2 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. These policies range from obligatory policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Active employers in Germany tended to rate some of these policies quite highly in terms of the role they played in influencing the decision to employ people with disabilities – in particular, CSR policies and disability policies were highly rated. However, there was some level of disagreement amongst them between them in relation to all but these two the policies.

Non-active employers reported much less positive views, but there were large differences of opinion amongst non-active employers in relation to only three of the seven items. In addition, there were relatively large differences between the groups, with active employers reporting higher ratings in relation to CSR, diversity and equal opportunity and disability policies.

Table 4.5-2: Role of Organisational Policies and Programmes in Germany

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	Very positive	Somewhat positive
Diversity and equal opportunities	A little positive	Neutral
Disability policy	Very positive	A little negative
Health & Safety policy	A little positive	Neutral
Occupational Health team/service	A little positive	A little positive
Flexible Employment Models	A little positive	A little positive
Employee Assistance Programme	A little positive	A little positive

4.5.4 Organisational Culture and Motivational Factors

Table 4.5-3 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Table 4.5-3: Role of Organisational Culture and Motivational Factors in Germany

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	A little positive	A little positive
Boardroom commitment	Somewhat positive	Somewhat positive
Opinions of staff and colleagues	A little positive	A little positive
Expectation of impact on productivity	A little negative	A little negative
Public Image of the organisation	A little positive	Neutral
Impact on staff morale	A little positive	Neutral
Insurance costs	Neutral	Neutral
Impact on employee maintenance costs	A little negative	Neutral
Impact on workload of other employees	A little negative	A little negative
Factors associated with PWD	Neutral	A little Negative

Both active and non-active employers in Germany tended to rate most of these factors as being of relatively limited importance in influencing decisions to employ. None of the ten factors were rated even somewhat positively by either group and there were no large differences between the groups either.

However, these similarly low ratings masked quite high levels of disagreement in both groups disagreement was evident in relation to five and four of the factors in the active and non-active employers. It should be noted that insurance costs were not rated as being important at all by either group.

4.5.5 The Role of External Contextual Factors

Table 4.5-4 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages.

Table 4.5-4: Role of External Contextual Factors in Germany

	Active	Non-Active
External Factors	Mean	Mean
The example of competitors	Neutral	Neutral
The influence of the social partners	A little positive	A little negative
The state of the economy	A little negative	Neutral
Legal requirements to employ pwd	Neutral	A little negative
Financial incentives from the State	A little positive	A little positive
Financial penalties from the State	Neutral	A little negative
Labour shortages	Neutral	Neutral
State training supports	A little positive	Neutral

Active employers in Germany generally rated these factors as being of little importance, but they rated them as being slightly positive on the whole. Non-active employers tended to rate these factors a little negatively, though their ratings were only marginally negative. Despite these low ratings, there was considerable disagreement amongst both sets of employers in relation to many of the factors –

in effect, the overall weak view on the importance of these factors concealed quite widely divergent opinion, especially within the non-active employer group.

Table 4.5-4 also points to a number of apparent differences between active and non-active employers. In all, four system factors showed relatively large differences, with the active employers rating the influence of the Social Partners and State training supports more highly, while in the case of legal requirements and financial penalties the differences were in the opposite direction.

Table 4.5-5 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability. German employers did not rate any of these factors as being a major advantage. Moreover, there were relatively high levels of agreement amongst the employers with regard to these ratings.

Table 4.5-5: Advantages of Employing People with Disabilities in Germany (Active Employers Only)

	Mean
Access to a wider talent pool	Some
Healthier work environments	None
Improved employee morale	Some
Better designed user-centred products and services	Some
Improved reputation with disabled customers	Some
Better ability to recruit and retain workers	Some
Improved public image	Some

4.5.6 Summary and Conclusions

In general, German employers (particularly the active employers) tended to voice strong opinions regarding the importance of the 5 sets of factors examined in the questionnaire. Employers in Germany identified no less than 11 factors which played a role in their decisions to employ a person with disabilities. These were:

- Disability/equality audit services
- Environmental adaptations services
- Disability awareness training
- Job coaching services
- Information and advice services
- Workplace monitoring services
- Job/person matching services
- Productivity related financial supports
- Recruitment agencies
- Corporate Social Responsibility
- Disability policy

In general, non-active employers tended to report fewer factors, but all of the factors that they cited overlapped with those of the active employers.

The findings in Germany point to the importance of external factors and services in the German context. Nine of the 11 factors cited as being important refer to services and other features of the national system, while only two refer to policies and practices inside the organisation. This may suggest that there is a high level of dependence on external agencies when it comes to making decisions about employment.

4.6 Ireland

4.6.1 Introduction

This Chapter presents the national profile from Ireland. The Irish sample consisted of 5 active employers and 5 non-active employers. Not all of the elements of the model applied in Ireland. Specifically, financial incentives and penalties and productivity related financial supports are not features of the Irish context or are not used by the employers in the sample.

4.6.2 Usage of External Services

Table 4.6-1 below details the findings from Ireland in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

In the Table, for items where the active and non-active employers differed, a blue colour is used.

Table 4.6-1: Frequency of Usage of and Helpfulness of External Services in Ireland

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations	Once in the past year	Never
Disability awareness training	2-3 times in the past year	Never
Disability/equality audit	Once in the past year	Never
Job coaching	2-3 times in the past year	Never
Information and advice	4-6 times in the past year	Never
Workplace Monitoring	Once in the past year	Never
Recruitment Agencies	2-3 times in the past year	Once in the past year
Job/Person Matching	Once in the past year	Once in the past year
Productivity Related Financial Supports	Never	Never
Financial Incentives		
Financial penalties		
Helpfulness of services		
Disability/equality audit	Moderately Helpful	Moderately Helpful
Environmental adaptations	Very Helpful	Very Helpful
Disability awareness training	Very Helpful	Very Helpful
Job coaching	Very Helpful	Very Helpful
Information and advice	Very Helpful	Very Helpful
Workplace Monitoring	Very Helpful	Extremely Helpful
Recruitment Agencies	Moderately Helpful	Very Helpful
Job/Person Matching	Very Helpful	Extremely Helpful
Productivity Related Financial Supports	Moderately Helpful	Very Helpful
Financial Incentives	Moderately Helpful	Slightly Helpful
Financial Penalties	No Effect	Slightly Helpful

Frequency of Usage of Services

The ratings of frequency of usage of services are relatively low in Ireland. Even amongst active employers, the most commonly used service was used more than 4-6 times in the past year (Information and advice services). Three external 'services' were not used at all – financial incentives and penalties and productivity related financial supports.

When non-active employers are compared to active ones, it is not surprising to find that they used almost all services at a lower frequency. Differences were seen in relation to the frequency of usage of 5 services - disability awareness training, disability/equality audit, job coaching, information and advice and recruitment agencies – in all cases active employers used these services more often. However, though some of these differences between the two types of employer appear relatively large, the small sample size does not allow these differences to be adequately tested.

A number of items were left blank, particularly by the non-active employers, presumably because they were not relevant in the context of not employing anyone. These services concerned disability/equality auditing, and job coaching.

Helpfulness of Services

The information in relation to the helpfulness of these services provides an indication of how important these services are in relation to supporting the employer in the employment process. Unlike many countries, there were few differences between the groups on how they rated the helpfulness or potential helpfulness of these services. (The only difference related to financial penalties which non-active employers rated as being potentially more helpful).

Both groups pointed to the importance of 6 services. These were environmental adaptations, job coaching, information and advice, workplace monitoring, recruitment agencies and job/person matching. In addition, the non-active employers cited disability awareness as being helpful. Moreover, there were fairly high levels of agreement amongst employers in both groups, especially in relation to the most helpful services – only two of these showed moderate levels of disagreement (environmental adaptations and job/person matching).

Though there were some apparently large differences between the active and non-active employers, the small sample sizes prevent definitive statements being made - larger groups of representatively selected employers are needed to investigate these differences thoroughly. However, the findings suggest differences between the active and non-active employers in relation to the helpfulness of only one service – financial penalties. Despite quite marked differences in the frequency of usage of most of these services, it seems that both groups of employers share a view on what services would be most helpful.

4.6.3 Organisational Policies and Programmes

Table 4.6-2 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. These policies range from obligatory

policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Active employers in Ireland tended to rate some of these policies quite highly in terms of the role they played in influencing the decision to employ people with disabilities – in particular, CSR policies, diversity and equal opportunities, disability policies and flexible employment models were highly rated. However, there was some level of disagreement amongst them between them in relation to all of these policies.

Non-active employers also reported positive views, and there were large differences of opinion amongst non-active employers also. The most positive views were expressed in relation to CSR policies, diversity and equal opportunities, employee assistance programmes and flexible employment models.

There were few relatively large differences between the groups, with active employers reporting higher ratings in relation to disability policies.

Table 4.6-2: Role of Organisational Policies and Programmes in Ireland

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	Somewhat positive	Somewhat positive
Diversity and equal opportunities	Somewhat positive	Somewhat positive
Disability policy	Somewhat positive	A little positive
Health & Safety policy	A little negative	A little negative
Occupational Health team/service	A little negative	Neutral
Flexible Employment Models	Somewhat positive	Somewhat positive
Employee Assistance Programme	A little positive	Somewhat positive

4.6.4 Organisational Culture and Motivational Factors

Table 4.6-3 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Table 4.6-3: Role of Organisational Culture and Motivational Factors in Ireland

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	A little positive	Somewhat positive
Boardroom commitment	A little positive	A little positive
Opinions of staff and colleagues	A little positive	Somewhat positive
Expectation of impact on productivity	Neutral	A little negative
Public Image of the organisation	Somewhat positive	Very positive
Impact on staff morale	Somewhat positive	Somewhat positive
Insurance costs	Neutral	A little negative
Impact on employee maintenance costs	Neutral	A little negative
Impact on workload of other employees	Neutral	A little negative
Factors associated with PWD	Neutral	A little positive

Active employers in Ireland tended to rate all of these factors as being of limited importance in influencing decisions to employ. None of the ten factors were rated even somewhat positively by this group, though there were generally large differences of opinion within the group.

In contrast, non-active employers rated three organisational cultural factors as being important – previous experience, opinions of staff and colleagues and the public image of the organisation. In general, non-active employers were in closer agreement on their ratings of cultural factors.

Though differences between the groups are difficult to ascertain, given the small samples, it appeared that differences may exist in relation to three of these factors - previous experience, expectations of impacts on productivity and the public image of the organisation. In each of these cases, non-active employers tended to rate these factors more highly.

4.6.5 The Role of External Contextual Factors

Table 4.6-4 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages.

Both sets of employers in Ireland generally rated these factors as being of little importance, but they rated them as being slightly positive on the whole. Non-active employers tended to report similar views. Despite these low ratings, there was considerable disagreement amongst both sets of employers in relation to many of the factors – in effect, the overall weak view on the importance of many of these factors concealed quite widely divergent opinion in both groups.

Table 4.6-4: Role of External Contextual Factors in Ireland

External Factors	Active	Non-Active
	Mean	Mean
The example of competitors	A little Negative	A little positive
The influence of the social partners	Neutral	A little positive
The state of the economy	A little positive	Neutral
Legal requirements to employ pwd	A little positive	A little positive
Financial incentives from the State	Neutral	A little positive
Financial penalties from the State		
Labour shortages	Somewhat positive	Somewhat positive
State training supports	A little positive	Somewhat positive

Table 4.6-4 also points to one apparent difference between active and non-active employers – the example of competitors. Active employers rated this factor slightly negatively, while non-active ones rated it slightly positively.

Table 4.6-5 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability. Irish employers did not rate

any of these factors as being a major advantage. Moreover, there were relatively high levels of agreement amongst the employers with regard to these ratings.

Table 4.6-5: Advantages of Employing People with Disabilities in Ireland (Active Employers Only)

	Mean
Access to a wider talent pool	Some
Healthier work environments	Some
Improved employee morale	Large
Better designed user-centred products and services	Some
Improved reputation with disabled customers	Some
Better ability to recruit and retain workers	Some
Improved public image	Large

4.6.6 Summary and Conclusions

In general, Irish employers (particularly the active employers) tended to voice strong opinions regarding the importance of the 5 sets of factors examined in the questionnaire.

Employers in Ireland identified no less than 15 factors which played a role or could play a role in their decisions to employ a person with disabilities. These were:

- Environmental adaptations
- Disability awareness training
- Job coaching
- Information and advice
- Workplace Monitoring
- Recruitment Agencies
- Job/Person Matching
- CSR policies
- Diversity and equal opportunities
- Disability policies
- Flexible employment models
- Employee assistance programmes
- Previous experience
- Opinions of staff and colleagues
- Public image of the organisation

There was considerable overlap between the views of active and non-active employers in relation to these factors – in all they agreed on 8 of them, and even where their views were not overlapping, there were large differences in relation to only three of them.

The findings in Ireland point to the importance of both external factors and services in the Irish context and factors internal to the organisation. Irish employers believe that service availability can be very helpful in coming to an employment decision. They also point to both policy-related and cultural factors within the workplace as being important. Interestingly, financial considerations (either in the form of external incentives/supports or internal cost considerations) do not appear to be important in their decision making.

4.7 Italy

4.7.1 Introduction

This Chapter presents the national profile from Italy. The Italian sample consisted of 5 active employers and 5 non-active employers. Not all of the elements of the model applied in Italy. Specifically, financial penalties and productivity related financial supports are not features of the Italian context or are not used by the employers in the sample.

4.7.2 Usage of External Services

Table 4.7-1 below details the findings from Italy in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

In the Table, for items where the active and non-active employers differed, a blue colour is used.

Table 4.7-1: Frequency of Usage of and Helpfulness of External Services in Italy

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations	Once in the past year	Once in the past year
Disability awareness training	Never	Once in the past year
Disability/equality audit	Once in the past year	Once in the past year
Job coaching	Once in the past year	Once in the past year
Information and advice	Once in the past year	Once in the past year
Workplace Monitoring	Once in the past year	Once in the past year
Recruitment Agencies	2-3 times in the past year	2-3 times in the past year
Job/Person Matching	2-3 times in the past year	Once in the past year
Productivity Related Financial Supports	Never	Never
Financial Incentives	2-3 times in the past year	Never
Financial penalties	Never	Never
Helpfulness of services		
Disability/equality audit	Moderately Helpful	Very Helpful
Environmental adaptations	Moderately Helpful	Very Helpful
Disability awareness training	Moderately Helpful	Moderately Helpful
Job coaching	Very Helpful	Very Helpful
Information and advice	Very Helpful	Very Helpful
Workplace Monitoring	Very Helpful	Moderately Helpful
Recruitment Agencies	Very Helpful	Very Helpful
Job/Person Matching	Very Helpful	Very Helpful
Productivity Related Financial Supports	Very Helpful	Extremely Helpful
Financial Incentives	Very Helpful	Very Helpful
Financial Penalties	Moderately Helpful	Slightly Helpful

Frequency of usage of services

The ratings of frequency of usage of services by both active and non-active employers were relatively low in Italy. Even amongst active employers, the most commonly used service was used less than 4-6 times in the past year (recruitment agencies). Two external 'services' were not used at all – financial penalties and productivity related financial supports.

When non-active employers are compared to active ones, it is not surprising to find that they used almost all services at a marginally lower frequency. No large differences were seen between active and non-active employers in relation to the frequency of usage of services.

Helpfulness of Services

The information in relation to the helpfulness of these services provides an indication of how important these services are in relation to supporting the employer in the employment process. Unlike many countries, there were few differences between the groups on how they rated the helpfulness or potential helpfulness of these services. (The only difference related to financial penalties which non-active employers rated as being potentially more helpful).

Active employers pointed to the importance of five services. These were job coaching, information and advice, recruitment agencies, job/person matching and financial incentives. In addition, the non-active employers cited environmental adaptations and productivity related financial supports as being helpful, while they omitted information and advice services from their list. Moreover, there were fairly high levels of agreement amongst employers in both groups, especially in relation to the most helpful services – only two of these showed moderate levels of disagreement (job coaching and financial incentives).

Though there were some apparently large differences between the active and non-active employers, the small sample sizes prevent definitive statements being made - larger groups of representatively selected employers are needed to investigate these differences thoroughly. None of these differences were large enough to be commented upon.

4.7.3 Organisational Policies and Programmes

Table 4.7-2 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. These policies range from obligatory policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Table 4.7-2: Role of Organisational Policies and Programmes in Italy

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	Somewhat positive	A little positive
Diversity and equal opportunities	A little positive	A little positive
Disability policy	Somewhat positive	Very positive
Health & Safety policy	Neutral	Neutral
Occupational Health team/service	Neutral	A little positive
Flexible Employment Models	Somewhat positive	A little positive
Employee Assistance Programme	Neutral	A little positive

Active employers in Italy tended to rate some of these policies quite highly in terms of the role they played in influencing the decision to employ people with disabilities – in particular, CSR policies and disability policies were highly rated. However, there was some level of disagreement amongst them between them in relation to all of these policies.

Non-active employers also reported positive views, and there were large differences of opinion amongst non-active employers also. The most positive view was expressed in relation to disability policy, but this opinion came from only one non-active employer.

There were few relatively large differences between the groups. However, non-active employers tended to report more positive views of EAP programmes than active employers.

4.7.4 Organisational Culture and Motivational Factors

Table 4.7-3 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Table 4.7-3: Role of Organisational Culture and Motivational Factors in Italy

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	A little positive	A little positive
Boardroom commitment	A little positive	A little positive
Opinions of staff and colleagues	A little positive	A little negative
Expectation of impact on productivity	Neutral	Neutral
Public Image of the organisation	A little positive	A little positive
Impact on staff morale	A little positive	Neutral
Insurance costs	Neutral	Neutral
Impact on employee maintenance costs	A little negative	A little negative
Impact on workload of other employees	A little negative	Neutral
Factors associated with PWD	Neutral	Neutral

Neither active nor non-active employers in Italy rated cultural factors as being of importance in influencing decisions to employ. None of the ten factors were rated

even somewhat positively by either group, though there were generally large differences of opinion within both groups. Insurance costs do not seem to be a consideration for Italian employers when deciding to employ or not employ a person with a disability.

Though differences between the groups are difficult to ascertain, given the small samples, it appeared that a difference may exist in relation to one of these factors – the opinions of staff and colleagues. Here, active employers tended to rate this factors more highly.

4.7.5 The Role of External Contextual Factors

Table 4.7-4 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages.

Both sets of employers in Italy generally rated these factors as being of little importance, but active employers rated them as being slightly positive on the whole. Non-active employers tended to report more negative views. However, each group reported one each of the factors to be important. The active employers thought that State Training supports were important (and this was one of four apparently large difference between the groups), while non-active employers reported that labour shortages had a particularly negative role (this also was a point of difference between the groups).

There were apparent differences between the groups in relation to two other factors in the external environment and in both cases non-active employers reported somewhat more negative views. These occurred in relation to the role played by the state of the economy and legal requirements to employ people with a disability.

Despite these mostly relatively low ratings, there was considerable disagreement amongst both sets of employers (especially the non-active ones) in relation to many of the factors – in effect, the overall weak view on the importance of many of these factors concealed quite widely divergent opinion in both groups.

Table 4.7-4: Role of External Contextual Factors in Italy

External Factors	Active	Non-Active
	Mean	Mean
The example of competitors	Neutral	A little positive
The influence of the social partners	Neutral	Neutral
The state of the economy	Neutral	Somewhat negative
Legal requirements to employ pwd	A little positive	A little negative
Financial incentives from the State	A little positive	A little positive
Financial penalties from the State	A little positive	Neutral
Labour shortages	Neutral	Very negative
State training supports	Somewhat positive	A little positive

Table 4.7-5 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability.

Table 4.7-5: Advantages of Employing People with Disabilities in Italy (Active Employers Only)

	Mean
Access to a wider talent pool	Some
Healthier work environments	None
Improved employee morale	Some
Better designed user-centred products and services	Some
Improved reputation with disabled customers	Some
Better ability to recruit and retain workers	Some
Improved public image	Large

Italian employers generally did not rate these factors as being a major advantage. Moreover, there were relatively high levels of agreement amongst the employers with regard to these ratings. The only exception concerned improved public image, which was rated as being a moderate benefit.

4.7.6 Summary and Conclusions

In general, Italian employers (particularly the active employers) tended to voice strong opinions regarding the importance of the 5 sets of factors examined in the questionnaire.

Employers in Italy identified no less than 13 factors which played a role or could play a role in their decisions to employ a person with disabilities. These were:

- Improved public image
- Environmental adaptations
- Job coaching
- Information and advice
- Recruitment Agencies
- Job/Person Matching
- Productivity Related Financial Supports
- Financial Incentives
- Corporate Social Responsibility
- Disability policy
- Labour shortages
- State Training supports
- Improved public image

There was considerable overlap between the views of active and non-active employers in relation to these factors – in all they agreed on 6 of them, and even where their views were not overlapping, there were large differences in relation to only two of them.

The findings in Italy point to the importance of both external factors and services in the Italian context and factors internal to the organisation. Italian employers believe that service availability can be very helpful in coming to an employment decision. Inside the organisation, they point particularly to policy-related factors as being important – organisational culture does not appear to be especially important. Interestingly, financial considerations do not appear to be important in their decision making, rather the provision of external services and supports appears to be the most important set of factors influencing employment decisions.

4.8 Malta

4.8.1 Introduction

This Chapter presents the national profile from Malta. The Maltese sample consisted of 5 active employers and 5 non-active employers. Not all of the elements of the model applied in Malta. Specifically, financial incentives and penalties and disability/equality audits are not features of the Maltese context or are not used by the employers in the sample.

4.8.2 Usage of External Services

Table 4.8-1 below details the findings from Malta in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

In the Table, for items where the active and non-active employers differed, a blue colour is used.

Table 4.8-1: Frequency of Usage of and Helpfulness of External Services in Malta

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations	Once in the past year	Never
Disability awareness training	Once in the past year	Once in the past year
Disability/equality audit	Never	Never
Job coaching	Once in the past year	Once in the past year
Information and advice	Once in the past year	Never
Workplace Monitoring	Once in the past year	Once in the past year
Recruitment Agencies	2-3 times in the past year	Once in the past year
Job/Person Matching	Once in the past year	Never
Productivity Related Financial Supports	Once in the past year	Never
Financial Incentives	Never	Never
Financial penalties	Never	Never
Helpfulness of services		
Disability/equality audit	Very Helpful	Moderately Helpful
Environmental adaptations	Very Helpful	Very Helpful
Disability awareness training	Very Helpful	Very Helpful
Job coaching	Very Helpful	Very Helpful
Information and advice	Moderately Helpful	Very Helpful
Workplace Monitoring	Moderately Helpful	Very Helpful
Recruitment Agencies	Very Helpful	Very Helpful
Job/Person Matching	Moderately Helpful	Moderately Helpful
Productivity Related Financial Supports	Extremely Helpful	Moderately Helpful
Financial Incentives	Very Helpful	Very Helpful
Financial Penalties	Slightly Helpful	No Effect

Note: The scales used to rate these items were:

Frequency of Usage of Service

The ratings of frequency of usage of services by both active and non-active employers were relatively low in Malta. Even amongst active employers, the most commonly used service was used not much more than 2-3 times in the past year (recruitment agencies). Three external 'services' were not used at all – financial incentives and penalties and disability/equality audits.

Non-active employers tended to use these external services with even less frequency than active ones. Only one difference was seen between active and non-active employers that approached importance. This occurred in relation to the usage of recruitment agencies.

Helpfulness of Services

The information in relation to the helpfulness of these services provides an indication of how important these services are in relation to supporting the employer in the employment process. Unlike many countries, there were few differences between the groups on how they rated the helpfulness or potential helpfulness of these services. (The only differences concerned financial penalties which active employers rated as being potentially more helpful and disability/equality audits where the difference was in the same direction).

Active employers pointed to the importance of five services. These were job coaching, disability awareness training, environmental adaptations, financial incentives and productivity related financial supports. In addition, the non-active employers cited disability awareness training and recruitment agencies as being particularly helpful. Moreover, there were fairly high levels of agreement amongst employers in both groups, especially in relation to the most helpful services – only two of these showed moderate levels of disagreement (job coaching and environmental adaptations in the case of the active employers).

4.8.3 Organisational Policies and Programmes

Table 4.8-2 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. These policies range from obligatory policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Table 4.8-2: Role of Organisational Policies and Programmes in Malta

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	Very positive	Very positive
Diversity and equal opportunities	Very positive	Very positive
Disability policy	Somewhat positive	Somewhat positive
Health & Safety policy	Somewhat positive	A little positive
Occupational Health team/service	Somewhat positive	A little positive
Flexible Employment Models	A little positive	A little positive
Employee Assistance Programme	A little positive	A little positive

Active employers in Malta tended to rate some of these policies quite highly in terms of the role they played in influencing the decision to employ people with disabilities. Four policies were rated positively - CSR policies, diversity and equal opportunities policies, disability policy and occupational health teams and services were highly rated. However, there was some level of disagreement amongst them between them in relation to the latter two of these policies.

Non-active employers also reported positive views in relation to CSR policies, diversity and equal opportunities policies and disability policy. However, there was quite strong agreement amongst the non-active employers in relation to these three issues.

There were few relatively large differences between the groups. However, active employers tended to report more positive views of occupational health teams and services than non-active employers.

4.8.4 Organisational Culture and Motivational Factors

Table 4.8-3 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Table 4.8-3: Role of Organisational Culture and Motivational Factors in Malta

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	Somewhat positive	Somewhat positive
Boardroom commitment	Very positive	A little positive
Opinions of staff and colleagues	Somewhat positive	A little positive
Expectation of impact on productivity	Neutral	A little positive
Public Image of the organisation	Somewhat positive	Very Positive
Impact on staff morale	Somewhat positive	A little positive
Insurance costs	Neutral	Neutral
Impact on employee maintenance costs	Neutral	Neutral
Impact on workload of other employees	Neutral	A little positive
Factors associated with PWD	A little positive	A little positive

Both active and non-active employers in Malta rated some cultural factors as being of importance in influencing decisions to employ. Active employers rated four cultural factors as being important. In particular, boardroom commitment was rated especially highly by all active employers; while even though there was some range of opinion, they also rated the opinions of staff and colleagues, public image and staff morale as being positive factors in the decision to employ.

Non-active employers rated two cultural factors positively – public image, about which there was little disagreement and previous experience of employing a person with a disability, about which there was some range of opinion expressed.

Though differences between the groups are difficult to ascertain, given the small samples, it appeared that differences occurred in relation to two of these factors –

boardroom commitment and staff morale. Here, active employers tended to rate this factors more highly.

4.8.5 The Role of External Contextual Factors

Table 4.8-4 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages.

Both sets of employers in Malta generally rated these factors as being of little importance, but active employers rated them as being slightly positive on the whole. Non-active employers tended to report more negative views. However, the active employers reported legal requirements to employ a person with a disability in a positive light.

However, there were interpretational difficulties in relation to some of the elements of the external system. In particular, financial penalties (for active employers), the state of the economy and labour shortages caused some difficulties and the data from these items should be viewed with caution.

There were apparent differences between the groups in relation to two factors in the external environment and in both cases non-active employers reported somewhat more negative views. These occurred in relation to the example of competitors and legal requirements to employ people with a disability.

Despite these mostly relatively low ratings, there was considerable disagreement amongst especially the non-active employers in relation to many of the factors. In effect, the overall weak view on the importance of these factors concealed quite a range of opinion in both groups.

Table 4.8-4: Role of External Contextual Factors in Malta

External Factors	Active	Non-Active
	Mean	Mean
The example of competitors	A little positive	Neutral
The influence of the social partners	A little positive	A little positive
The state of the economy	Neutral	Neutral
Legal requirements to employ pwd	Somewhat positive	A little positive
Financial incentives from the State	Neutral	A little positive
Financial penalties from the State	Neutral	A little negative
Labour shortages	Neutral	Neutral
State training supports	A little positive	A little positive

Table 4.8-5 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability.

Maltese employers, unlike most of their international counterparts, generally rated these factors as being a major advantage. In particular, they rated healthier work

environments and improved employee morale as being considerable advantages. In addition, they rated access to a wider talent pool, improved reputation with disabled customers, better ability to recruit and retain workers and improved public image as being advantages to employing a person with a disability. However, there were relatively low levels of agreement amongst the employers with regard to some of these ratings.

Table 4.8-5: Advantages of Employing People with Disabilities in Malta (Active Employers Only)

	Mean
Access to a wider talent pool	Large
Healthier work environments	Very Large
Improved employee morale	Very Large
Better designed user-centred products and services	Some
Improved reputation with disabled customers	Large
Better ability to recruit and retain workers	Large
Improved public image	Large

4.8.6 Summary and Conclusions

In general, Maltese employers (particularly the active employers) tended to voice strong opinions regarding the importance of the 5 sets of factors examined in the questionnaire.

Employers in Malta identified no less than 22 factors which played a role or could play a role in their decisions to employ a person with disabilities. This was considerably more than most of the other countries. The important factors were:

- Environmental adaptations
- Disability awareness training
- Job coaching
- Recruitment Agencies
- Productivity Related Financial Supports
- Financial Incentives
- Corporate Social Responsibility
- Diversity and equal opportunities
- Disability policy
- Occupational Health team/service
- Previous experience
- Boardroom commitment
- Opinions of staff and colleagues
- Public Image of the organisation
- Impact on staff morale
- Legal requirements to employ pwd
- Access to a wider talent pool
- Healthier work environments
- Improved employee morale
- Improved reputation with disabled customers

- Better ability to recruit and retain workers
- Improved public image

There was considerable overlap between the views of active and non-active employers in relation to these factors – in all they agreed on 6 of them, and even where their views were not overlapping, there were relatively large differences in relation to only five of them. In addition, there were a further 6 factors in relation to which only the active employers were asked for an opinion.

The findings in Malta point to the importance of factors from all of the categories of decision drivers addressed in the questionnaire. Elements from external services, internal policies, organisational culture, the general context for employers and the advantages of employing a person with a disability were all mentioned as being important. This eclectic finding argues that for Maltese employers there is a comprehensive approach needed to influencing employers' decisions to employ. It was noteworthy that despite the wide range of factors mentioned, financial considerations do not appear to be important in their decision making.

4.9 The Netherlands

4.9.1 Introduction

This Chapter presents the national profile from The Netherlands. The Dutch sample consisted of 5 active employers and 5 non-active employers. Not all of the elements of the model applied in The Netherlands. Specifically, financial penalties are not a feature of the Dutch context or are not used by the employers in the sample.

4.9.2 Usage of External Services

Table 4.9-1 below details the findings from The Netherlands in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

In the Table, for items where the active and non-active employers differed, a blue colour is used.

Table 4.9-1: Frequency of Usage of and Helpfulness of External Services in the Netherlands

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations	2-3 times in the past year	2-3 times in the past year
Disability awareness training	Never	Never
Disability/equality audit	Once in the past year	Once in the past year
Job coaching	Once in the past year	Once in the past year
Information and advice	2-3 times in the past year	Once in the past year
Workplace Monitoring	2-3 times in the past year	Once in the past year
Recruitment Agencies	2-3 times in the past year	Once in the past year
Job/Person Matching	Once in the past year	2-3 times in the past year
Productivity Related Financial Supports	4-6 times in the past year	Once in the past year
Financial Incentives	4-6 times in the past year	Once in the past year
Financial penalties	Never	Never
Helpfulness of services		
Disability/equality audit	Moderately Helpful	Very Helpful
Environmental adaptations	Moderately Helpful	Moderately Helpful
Disability awareness training	Moderately Helpful	Very Helpful
Job coaching	Moderately Helpful	Moderately Helpful
Information and advice	Very Helpful	Very Helpful
Workplace Monitoring	Very Helpful	Very Helpful
Recruitment Agencies	Slightly Helpful	Moderately Helpful
Job/Person Matching	Moderately Helpful	Very Helpful
Productivity Related Financial Supports	Moderately Helpful	Extremely Helpful
Financial Incentives	Moderately Helpful	Extremely Helpful
Financial Penalties	Moderately Helpful	Moderately Helpful

Frequency of Usage of Services

The ratings of frequency of usage of services by both active and non-active employers were relatively low in The Netherlands. Even amongst active employers, the most commonly used service was used only 4-6 times in the past year (productivity related financial supports). One external 'service' was not used at all – financial penalties.

Non-active employers tended to use these external services with even less frequency than active ones. However, four differences were seen between active and non-active employers that approached importance. These occurred in relation to the usage of information and advice, job/person matching, productivity related financial supports and financial incentives.

Helpfulness of Services

The information in relation to the helpfulness of these services provides an indication of how important these services are in relation to supporting the employer in the employment process. Unlike many countries, there were few differences between the groups on how they rated the helpfulness or potential helpfulness of these services. (The only differences concerned financial penalties which active employers rated as being potentially more helpful and disability/equality audits where the difference was in the same direction).

Active employers generally rated external services as being helpful. However, they pointed to only one service as being especially helpful – workplace monitoring. However, many of the moderate ratings concealed quite a wide range of opinion amongst Dutch active employers.

In addition, the non-active employers cited job person matching, productivity related financial supports and financial incentives as being helpful. There were fairly low levels of agreement amongst employers in both groups, especially in relation to the most helpful services.

Though it is difficult to assess differences between groups due to the small samples, it appeared that there were two quite large differences between the active and non-active employers. These occurred in relation to productivity related financial supports and financial incentives, where non-active employers rated these as being more helpful.

4.9.3 Organisational Policies and Programmes

Table 4.9-2 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. These policies range from obligatory policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Active employers in the Netherlands tended to rate only some of these policies quite highly in terms of the role they played in influencing the decision to employ people with disabilities. One policy was rated positively - CSR policies. However,

there tended to be high levels of disagreement amongst this group and this would indicate that some employers rated quite a few of these policies highly.

Non-active employers also reported some positive views in relation to CSR policies and diversity and equal opportunities policies. Moreover, there was quite strong agreement amongst the non-active employers in relation to these issues, though much less so in relation to the other five policy areas.

There were few relatively large differences between the groups. However, non-active employers tended to report more positive views of diversity and equal opportunity policy than active employers.

Table 4.9-2: Role of Organisational Policies and Programmes in the Netherlands

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	Somewhat positive	Somewhat positive
Diversity and equal opportunities	Neutral	Somewhat positive
Disability policy	A little positive	A little positive
Health & Safety policy	Somewhat positive	Somewhat positive
Occupational Health team/service	A little positive	A little positive
Flexible Employment Models	A little positive	A little positive
Employee Assistance Programme	A little positive	Neutral

4.9.4 Organisational Culture and Motivational Factors

Table 4.9-3 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Table 4.9-3: Role of Organisational Culture and Motivational Factors in the Netherlands

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	A little positive	Neutral
Boardroom commitment	Somewhat positive	A little positive
Opinions of staff and colleagues	A little positive	A little positive
Expectation of impact on productivity	Neutral	A little negative
Public Image of the organisation	A little positive	Somewhat positive
Impact on staff morale	A little positive	A little positive
Insurance costs	A little negative	A little negative
Impact on employee maintenance costs	A little negative	A little positive
Impact on workload of other employees	Neutral	A little negative
Factors associated with PWD	Neutral	A little negative

Neither active nor non-active employers in the Netherlands rated cultural factors as being of importance in influencing decisions to employ with one exception. Non-active employers rated the public image of the organisation as being important. For

both groups however, there was a wide range of opinion in relation to the importance of most of the elements of organisational culture.

Moreover, there were suggestions of differences between the groups in relation to their average ratings. Active employers tended to rate having previous experience and having boardroom commitment as being more important than their non active counterparts, while there were suggestive differences in the opposite direction in relation to the public image of the organisation and the impact on employee maintenance costs.

4.9.5 The Role of External Contextual Factors

Table 4.9-4 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages.

Both sets of employers in The Netherlands generally rated these factors as being of little importance. However, the non-active employers reported financial incentives from the State in a positive light.

These relatively neutral views concealed a wide divergence of opinion in many cases. In particular, the role played by the state of the economy was the subject of widely divergent views amongst active employers.

There were apparent differences between the groups in relation to only one factor in the external environment and in this case non-active employers reported somewhat more positive views. These occurred in relation to the financial incentives from the State.

Table 4.9-4: Role of External Contextual Factors in the Netherlands

External Factors	Active	Non-Active
	Mean	Mean
The example of competitors	Neutral	Neutral
The influence of the social partners	A little positive	A little positive
The state of the economy	Neutral	A little positive
Legal requirements to employ pwd	A little positive	Neutral
Financial incentives from the State	A little positive	Somewhat positive
Financial penalties from the State	Neutral	A little positive
Labour shortages	A little positive	Neutral
State training supports	A little positive	Neutral

Table 4.9-5 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability.

Table 4.9-5: Advantages of Employing People with Disabilities in the Netherlands (Active Employers Only)

	Mean
Access to a wider talent pool	Some
Healthier work environments	Some
Improved employee morale	Some
Better designed user-centred products and services	None
Improved reputation with disabled customers	Some
Better ability to recruit and retain workers	Some
Improved public image	Large

Dutch employers, like most of their international counterparts, generally rated these factors as being only minor advantages. Moreover, there were relatively high levels of agreement amongst the employers with regard to most of these ratings.

4.9.6 Summary and Conclusions

In general, Dutch employers (particularly the active employers) tended to voice strong opinions regarding the importance of the 5 sets of factors examined in the questionnaire.

Employers in The Netherlands identified only 9 factors which played a role or could play a role in their decisions to employ a person with disabilities. This was fewer than many of the other countries. The important factors were:

- Information and advice
- Workplace Monitoring
- Job/Person Matching
- Productivity Related Financial Supports
- Financial Incentives
- Corporate Social Responsibility
- Diversity and equal opportunities
- Public Image of the organisation
- Financial incentives from the State

There was little overlap between the views of active and non-active employers in relation to these factors – in all they agreed on only 1 of them, i.e. the role played by CSR policies. It was noteworthy that active employers pointed to only two factors as having an influence on the employment decision – CSR policies and workplace monitoring.

The findings in The Netherlands may indicate that active employers need little in the way of services or motivation to make a positive employment decision. On the other hand, non-active employers point in particular to the importance of external services in supporting the employment decision. These relatively few findings may indicate that targeting a small numbers of services in particular, may induce more non-active employers to make a positive employment decision.

4.10 Norway

4.10.1 Introduction

This Chapter presents the national profile from Norway. The Norwegian sample consisted of 5 active employers and 5 non-active employers. Not all of the elements of the model applied in Norway. Specifically, financial penalties are not a feature of the Norwegian context or are not used by the employers in the sample. In addition, a number of questions were not asked in Norway, as it was believed that they would not make sense to Norwegian employers.

4.10.2 Usage of External Services

Table 4.10-1 below details the findings from Norway in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

In the Table, for items where the active and non-active employers differed, a blue colour is used.

Table 4.10-1: Frequency of Usage of and Helpfulness of External Services in Norway

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations	2-3 times in the past year	Never
Disability awareness training	2-3 times in the past year	Never
Disability/equality audit	Never	Never
Job coaching	Never	Never
Information and advice	4-6 times in the past year	Never
Workplace Monitoring	Once in the past year	Never
Recruitment Agencies	Once in the past year	Never
Job/Person Matching	Once in the past year	Never
Productivity Related Financial Supports	Once in the past year	Never
Financial Incentives	Once in the past year	Never
Financial penalties		Never
Helpfulness of services		
Disability/equality audit	Moderately Helpful	Slightly Helpful
Environmental adaptations	Very Helpful	Moderately Helpful
Disability awareness training	Moderately Helpful	Moderately Helpful
Job coaching	Moderately Helpful	Very Helpful
Information and advice	Moderately Helpful	Moderately Helpful
Workplace Monitoring	Very Helpful	Very Helpful
Recruitment Agencies	Slightly Helpful	Moderately Helpful
Job/Person Matching	Moderately Helpful	Moderately Helpful
Productivity Related Financial Supports	Moderately Helpful	Very Helpful
Financial Incentives	Very Helpful	Very Helpful
Financial Penalties	No Effect	No Effect

Frequency of Usage of Services

The ratings of frequency of usage of services by were only provided by active employers. Non-active employers were not asked these questions as it was believed that they did not make sense if they had not employed a person with a disability.

Within the active employers group, service usage frequency was relatively low in Norway. The most commonly used service was used less than 4-6 times in the past year (information and advice services). One external 'service' was not used at all – financial penalties.

Helpfulness of Services

The information in relation to the helpfulness of these services provides an indication of how important these services are in relation to supporting the employer in the employment process. Unlike many countries, there were few differences between the groups on how they rated the helpfulness or potential helpfulness of these services. (The only difference concerned disability/equality audits which active employers rated as being potentially more helpful).

Active employers generally rated external services as being helpful and there was quite a high level of agreement amongst them in these ratings. However, they pointed to only two services as being especially helpful – workplace monitoring and environmental adaptations.

In addition, the non-active employers cited productivity related financial supports and financial incentives as being helpful. There were fairly high levels of agreement amongst non-active employers for all ratings of services.

4.10.3 Organisational Policies and Programmes

Table 4.10-2 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. These policies range from obligatory policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Table 4.10-2: Role of Organisational Policies and Programmes in Norway

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	A little positive	A little positive
Diversity and equal opportunities	Somewhat positive	A little positive
Disability policy	Somewhat positive	A little positive
Health & Safety policy	A little positive	Neutral
Occupational Health team/service	Somewhat positive	Neutral
Flexible Employment Models	A little positive	A little positive
Employee Assistance Programme		A little positive

Active employers in Norway tended to rate only two of these policies quite highly in terms of the role they played in influencing the decision to employ people with disabilities.

These were diversity and equal opportunities policies and disability policy. Moreover, there tended to be high levels of agreement amongst this group on all of the policies rated. Norwegian active employers did not rate employee assistance services.

Non-active employers also were more neutral in their views in relation all organisational policies and they were generally in agreement with each other about these views.

There were three relatively large differences between the groups. In each case active employers tended to report more positive views policies than their non-active counterparts. The policies concerned were disability policy, health & safety policy and occupational Health team/services.

4.10.4 Organisational Culture and Motivational Factors

Table 4.10-3 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Table 4.10-3: Role of Organisational Culture and Motivational Factors in Norway

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	Very Positive	Somewhat positive
Boardroom commitment	A little positive	Neutral
Opinions of staff and colleagues	A little positive	Neutral
Expectation of impact on productivity	A little negative	Somewhat negative
Public Image of the organisation	A little positive	A little positive
Impact on staff morale	Somewhat positive	A little positive
Insurance costs	A little negative	Somewhat negative
Impact on employee maintenance costs	A little negative	A little negative
Impact on workload of other employees	A little negative	A little negative
Factors associated with PWD	Neutral	Neutral

Generally, neither active nor non-active employers in Norway rated cultural factors as being of great importance in influencing decisions to employ with one exception. Active employers rated previous experience of employing a person with a disability as being very positive. Moreover, there was a relatively small range of opinion in relation to the importance of most of the elements of organisational culture. There were no large differences between the groups in relation to their average ratings.

4.10.5 The Role of External Contextual Factors

Table 4.10-4 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages.

Norwegian employers rated only 4 of the 8 contextual factors. The remaining factors either do not exist or did not make sense within the Norwegian context.

Both sets of employers in Norway generally rated these factors as being of little importance with one exception. Both the active and non-active employers reported financial incentives from the State in a positive light. There was also a high level of agreement within the groups in relation to the ratings on this factor and the remaining three factors.

There were no apparent differences between the groups in relation to any of the contextual factors reported on in the Norwegian study.

Table 4.10-4: Role of External Contextual Factors in Norway

External Factors	Active	Non-Active
	Mean	Mean
The example of competitors	Neutral	Neutral
The influence of the social partners	Neutral	Neutral
The state of the economy	A little positive	A little positive
Legal requirements to employ pwd		
Financial incentives from the State	Somewhat positive	Somewhat positive
Financial penalties from the State		
Labour shortages	Somewhat positive	A little positive
State training supports	A little positive	A little positive

Table 4.10-5 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability.

Table 4.10-5: Advantages of Employing People with Disabilities in Norway (Active Employers Only)

	Mean
Access to a wider talent pool	Some
Healthier work environments	Large
Improved employee morale	Large
Better designed user-centred products and services	Large
Improved reputation with disabled customers	Some
Better ability to recruit and retain workers	Large
Improved public image	Large

Norwegian employers, unlike most of their international counterparts, generally rated these factors as being fairly large advantages. Moreover, there were relatively high levels of agreement amongst the employers with regard to most of these ratings. Four factors were rated as being quite important. These were healthier work environments, improved employee morale, better designed user-centred products and services and improved public image.

4.10.6 Summary and Conclusions

In general, Norwegian employers (particularly the active employers) tended to voice relatively weak opinions regarding the importance of the 5 sets of factors examined in the questionnaire.

Even so, employers in Norway identified 12 factors which played a role or could play a role in their decisions to employ a person with disabilities. This was a little fewer than many of the other countries. The important factors were:

- Environmental adaptations
- Workplace Monitoring
- Productivity Related Financial Supports
- Financial Incentives
- Diversity and equal opportunities policy
- Disability policy
- Previous experience
- Financial incentives from the State
- Healthier work environments
- Improved employee morale
- Better designed user-centred products and services
- Improved public image

There was little overlap between the views of active and non-active employers in relation to these factors – in all they agreed on only 1 of them, i.e. the role played by financial incentives from the State. It was noteworthy that non-active employers pointed to only three factors as having an influence on the employment decision. All of these were concerned with financial aspects of employing a person with a disability.

4.11 Portugal

4.11.1 Introduction

This Chapter presents the national profile from Portugal. The Portuguese sample consisted of 5 active employers and 5 non-active employers. Not all of the elements of the model applied in Portugal. Specifically, financial penalties and environmental adaptations services do not appear to be a feature of the Portuguese context or are not used by the employers in the sample.

4.11.2 Usage of External Services

Table 4.11-1 below details the findings from Portugal in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

In the Table, for items where the active and non-active employers differed, a blue colour is used.

Table 4.11-1: Frequency of Usage of and Helpfulness of External Services in Portugal

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations	Never	Never
Disability awareness training	Never	Never
Disability/equality audit	2-3 times in the past year	2-3 times in the past year
Job coaching	Once in the past year	Once in the past year
Information and advice	Once in the past year	Once in the past year
Workplace Monitoring	2-3 times in the past year	Once in the past year
Recruitment Agencies	Never	Once in the past year
Job/Person Matching	Once in the past year	Never
Productivity Related Financial Supports	Never	Never
Financial Incentives	Once in the past year	Never
Financial penalties	Never	Never
Helpfulness of services		
Disability/equality audit	No Effect	No Effect
Environmental adaptations	Very Helpful	Very Helpful
Disability awareness training	Very Helpful	Very Helpful
Job coaching	Very Helpful	Extremely Helpful
Information and advice	Very Helpful	Very Helpful
Workplace Monitoring	Very Helpful	Very Helpful
Recruitment Agencies	Very Helpful	Extremely Helpful
Job/Person Matching	Very Helpful	Extremely Helpful
Productivity Related Financial Supports	Very Helpful	Very Helpful
Financial Incentives	Very Helpful	Very Helpful
Financial Penalties	Moderately Helpful	Very Helpful

Frequency of Usage of Services

Within the active employers group, service usage frequency was relatively low in Portugal. The most commonly used service by both groups was used less than 4-6 times in the past year (disability/equality audit services). Two external 'services' were not used at all – financial penalties environmental adaptations services.

It was noteworthy that non-active employers appeared to use these external services with roughly the same frequency as active employers, even if this frequency was generally low.

There was only one apparent difference between the two groups with regard to frequency of usage of external services. This occurred in relation to the use of recruitment agencies, where non-active employers appeared to use them somewhat more often than active employers.

Helpfulness of Services

The information in relation to the helpfulness of these services provides an indication of how important these services are in relation to supporting the employer in the employment process. Unlike many countries, there were few differences between the groups on how they rated the helpfulness or potential helpfulness of these services. (The only difference concerned disability/equality audits which active employers rated as being potentially more helpful).

Despite the relatively low frequency of usage of services, Portuguese employers tended to regard external services as potentially being helpful in the employment decision. Active employers generally rated external services as being helpful (seven services in all) and there was quite a high level of agreement amongst them in these ratings. The seven services rated as being particularly helpful were disability awareness training, job coaching, information and advice, workplace monitoring, recruitment agencies, job/person matching, and financial incentives.

In addition to these seven services, non-active employers cited environmental adaptations and productivity related financial supports as being helpful. There were also fairly high levels of agreement amongst non-active employers for all ratings of services.

4.11.3 Organisational Policies and Programmes

Table 4.11-2 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. These policies range from obligatory policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Active employers in Portugal tended to rate only two of these policies quite highly in terms of the role they played in influencing the decision to employ people with disabilities. These were diversity and equal opportunities policies and disability policy, though there were fairly low levels of agreement amongst this group for these policies.

Table 4.11-2: Role of Organisational Policies and Programmes in Portugal

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	Somewhat positive	Somewhat positive
Diversity and equal opportunities	Somewhat positive	A little positive
Disability policy	Somewhat positive	Somewhat positive
Health & Safety policy	Neutral	Neutral
Occupational Health team/service	Neutral	Neutral
Flexible Employment Models	A little negative	A little positive
Employee Assistance Programme	A little positive	A little positive

Non-active employers were slightly more neutral in their views in relation all organisational policies and they were generally in agreement with each other about these views with the exception of disability policy.

Neither group of Portuguese employers rated employee assistance services.

There were no large differences between the groups.

4.11.4 Organisational Culture and Motivational Factors

Table 4.11-3 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Table 4.11-3: Role of Organisational Culture and Motivational Factors in Portugal

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	Somewhat positive	Somewhat positive
Boardroom commitment	Somewhat positive	Somewhat positive
Opinions of staff and colleagues	A little positive	A little positive
Expectation of impact on productivity	A little positive	A little positive
Public Image of the organisation	A little positive	A little positive
Impact on staff morale	A little positive	Neutral
Insurance costs	Neutral	Neutral
Impact on employee maintenance costs	Neutral	Neutral
Impact on workload of other employees	Neutral	Neutral
Factors associated with PWD	A little positive	A little positive

Generally, active or non-active employers in Portugal rated cultural factors as being of great importance in influencing decisions to employ with two exceptions. Active employers rated previous experience of employing a person with a disability as being somewhat positive, while they also related boardroom commitment as being quite positive. However, there was a relatively wide range of opinion in relation to the importance of these elements of organisational culture. There were no large differences between the groups in relation to their average ratings. Non active employers also rated boardroom commitment quite positively. There was also

evidence that non-active employers held a wide range of opinions on this element and also in relation to other elements of organisational culture.

Neither employer group rated the factors relating to the impact on either insurance costs or employee maintenance costs.

4.11.5 The Role of External Contextual Factors

Table 4.11-4 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages. Portuguese employers rated only 4 of the 8 contextual factors. The remaining factors either do not exist or did not make sense within the Portuguese context.

Both sets of employers in Portugal generally tended to rated these factors as being of little importance with one exception each. The active employers reported State training supports in a relatively positive light, though there was a range of opinion expressed in relation to this and many other elements of the Portuguese context. Non-active employers would view legal requirements to employ a person with a disability in a relatively positive way. Generally, there was a fairly high level of agreement within the non-active employer groups in relation to the elements of the external context in Portugal.

There was only one apparent difference between the groups in relation to any of the contextual factors reported on in the Portuguese study. This concerned legal obligations to employ a person with a disability, where non-active employers tended to view this element in a more positive light.

Table 4.11-4: Role of External Contextual Factors in Portugal

External Factors	Active	Non-Active
	Mean	Mean
The example of competitors	Neutral	Neutral
The influence of the social partners	A little positive	A little positive
The state of the economy	A little negative	A little negative
Legal requirements to employ pwd	A little positive	Somewhat positive
Financial incentives from the State	A little positive	Somewhat positive
Financial penalties from the State	Neutral	A little positive
Labour shortages	Neutral	A little negative
State training supports	Somewhat positive	A little positive

Table 4.11-5 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability.

Table 4.11-5: Advantages of Employing People with Disabilities in Portugal (Active Employers Only)

	Mean
Access to a wider talent pool	Some
Healthier work environments	Some
Improved employee morale	Some
Better designed user-centred products and services	None
Improved reputation with disabled customers	Some
Better ability to recruit and retain workers	None
Improved public image	Some

Portuguese employers, like most of their international counterparts, generally rated these factors as being fairly small advantages. Moreover, there were relatively high levels of agreement amongst the employers with regard to most of these ratings.

4.11.6 Summary and Conclusions

In general, Portuguese employers displayed a wide and nuanced range of opinions regarding the importance of the 5 sets of factors examined in the questionnaire.

Employers in Portugal identified 15 factors which played a role or could play a role in their decisions to employ a person with disabilities. The important factors were:

- Environmental adaptations
- Disability awareness training
- Job coaching
- Information and advice
- Workplace Monitoring
- Recruitment Agencies
- Job/Person Matching
- Productivity Related Financial Supports
- Financial Incentives
- Diversity and equal opportunities
- Disability policy
- Previous experience
- Boardroom commitment
- Legal requirements to employ pwd
- State Training supports

There was a lot of overlap between the views of active and non-active employers in relation to these factors – in all they agreed on 8 of them. Moreover, there appeared to be differences between the groups in relation to only one of these factors – legal requirements to employ persons with disabilities.

It was noteworthy that most of the elements cited as being important by Portuguese employers concerned external services - 10 of the 15 factors concerned

these. While the remaining important elements were mainly concerned with organisational policy and culture, it would seem that improving services to employers may have a more powerful influence on the employment decision in Portugal.

4.12 Romania

4.12.1 Introduction

This Chapter presents the national profile from Romania. The Romanian sample consisted of 5 active employers and 5 non-active employers. The data from Romania were incomplete in a number of respects. Difficulties in collecting the data arose because of a number of reasons concerning the institutional background to the employment of people with a disability. Until very recently, there has been no strong tradition of trying to place people with a disability in employment. As a consequence, services in relation to employment are scarce and those that exist tend to be inadequate to the needs. In addition, there are relatively few people with a disability in employment in Romania. Consequently, the recruitment to the study of both active and non-active employers with sufficient knowledge of the situation to have well formed opinions proved very difficult. This has resulted in a relatively large amount of missing data and the creation of problems of interpretation of the data that has been collected.

4.12.2 Usage of External Services

Table 4.12-1 below details the findings from Romania in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

In the Table, for items where the active and non-active employers differed, a blue colour is used.

Table 4.12-1: Frequency of Usage of and Helpfulness of External Services in Romania

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations		
Disability awareness training	Once in the past year	Once in the past year
Disability/equality audit		
Job coaching		
Information and advice	4-6 times in the past year	Never
Workplace Monitoring		
Recruitment Agencies	Once in the past year	Once in the past year
Job/Person Matching		
Productivity Related Financial Supports		
Financial Incentives	Once in the past year	
Financial penalties		

Frequency of Usage of Services

Within both employers groups, service usage frequency was low in Romania. The most commonly used service by both groups was used less than 4-6 times in the

past year (information and advice services). Only 4 of the services were used to any extent by the active employers group, while the non-active employers reported using only three of them. This low frequency of usage may reflect the scarcity of such services in Romania. Active employers appeared to use information and advice services more often than their non-active counterparts.

Table 4.12-2: Helpfulness of Services in Romania

External Services	Active	Non-Active
Helpfulness of Services	Mean	Mean
Disability/equality audit		
Environmental adaptations		
Disability awareness training	Moderately helpful	Moderately helpful
Job coaching		
Information and advice	Very helpful	Slightly helpful
Workplace Monitoring		
Recruitment Agencies	Moderately helpful	Moderately helpful
Job/Person Matching		
Productivity Related Financial Supports		
Financial Incentives	Moderately helpful	
Financial Penalties		

Helpfulness of Services

Of the four services rated by Romanian employers, only one of these was rated as being relatively helpful by employers – information and advice services. Non-active employers did not rate any of the services as being particularly helpful. The only difference between the groups concerned information and advice services which active employers rated as being potentially more helpful.

4.12.3 Organisational Policies and Programmes

Table 4.12-3 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. Two of these services were not rated by both employer groups. These policies range from obligatory policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Table 4.12-3: Role of Organisational Policies and Programmes in Romania

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	A little positive	Neutral,
Diversity and equal opportunities	A little positive	A little positive
Disability policy	A little positive	A little positive
Health & Safety policy	A little negative	Neutral
Occupational Health team/service		
Flexible Employment Models	A little positive	Somewhat positive
Employee Assistance Programme		Somewhat positive

Active employers in Romania rated none of these policies highly in terms of the role they played in influencing the decision to employ people with disabilities, whereas non-active employers rated only one – employee assistance programmes. However, only one non-active employer provided a rating for this feature of organisational policies and programmes. There were no large differences between the groups.

4.12.4 Organisational Culture and Motivational Factors

Table 4.12-4 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Table 4.12-4: Role of Organisational Culture and Motivational Factors in Romania

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	A little positive	Neutral
Boardroom commitment	Somewhat positive	Somewhat positive
Opinions of staff and colleagues	Very positive	Neutral
Expectation of impact on productivity		
Public Image of the organisation	A little positive	A little positive
Impact on staff morale		A little positive
Insurance costs	A little negative	A little negative
Impact on employee maintenance costs		
Impact on workload of other employees		
Factors associated with PWD	A little positive	Neutral

Generally, active and non-active employers in Romania rated cultural factors as being of some importance in influencing decisions to employ. The only active employer to respond indicated that the opinions of staff and colleagues were very positive influence on the employment decisions, while for the non-active group boardroom commitment may be of importance (again only one respondent rated this element). It was not possible to assess differences between the groups because of the high level of missing data.

4.12.5 The Role of External Contextual Factors

Table 4.12-5 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages.

Both sets of employers in Romania generally tended to rated these factors as being of little importance with one exception. One active employer reported that the state of the economy plays a negative role in affecting the decision to employ a

person with a disability. Otherwise, strong views were not expressed by Romanian employers with regard to contextual factors.

Table 4.12-5: Role of External Contextual Factors in Romania

External Factors	Active	Non-Active
	Mean	Mean
The example of competitors		A little positive
The influence of the social partners		A little positive
The state of the economy	Somewhat negative	Neutral
Legal requirements to employ pwd	A little positive	A little negative
Financial incentives from the State	Somewhat positive	A little positive
Financial penalties from the State		
Labour shortages		
State training supports		

Table 4.12-6 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability.

Table 4.12-6: Advantages of Employing People with Disabilities in Romania (Active Employers Only)

	Mean
Access to a wider talent pool	Some
Healthier work environments	Some
Improved employee morale	Some
Better designed user-centred products and services	Some
Improved reputation with disabled customers	Large
Better ability to recruit and retain workers	
Improved public image	Very Large

Romanian employers, like most of their international counterparts, generally rated these factors as being fairly small advantages. However, active employers did rate the advantages of having an improved public image and having an improved reputation with disabled customers as being relatively important. There were generally high levels of agreement in relation to these two advantages.

4.12.6 Summary and Conclusions

In general, Romanian employers found great difficulty in providing opinions on the range of issues examined in the questionnaire. This leads to difficulties in interpreting the data and in drawing any reliable conclusions. Perhaps the only conclusion that is justified is that the scarcity of services available and of experiences in employing persons with a disability in Romania indicates that major efforts to change not only structural features of the system but also important aspects of both the general and organisational culture will be needed if employment decisions are to be made positively. In addition, the difficulties evident from the study in Romania point to the care that needs to be taken when constructing a European model of the employers' decision threshold.

4.13 Slovakia

4.13.1 Introduction

This Chapter presents the national profile from Slovakia. The Slovakian sample consisted of 5 active employers and 5 non-active employers.

4.13.2 Usage of External Services

Table 4.13-1 below details the findings from Slovakia in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

In the Table, for items where the active and non-active employers differed, a blue colour is used.

Table 4.13-1: Frequency of Usage of and Helpfulness of External Services in Slovakia

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations	Never	Never
Disability awareness training	Never	Never
Disability/equality audit	Never	Never
Job coaching	Never	Never
Information and advice	Never	Never
Workplace Monitoring	Never	Never
Recruitment Agencies	Never	Never
Job/Person Matching	Once in the past year	Never
Productivity Related Financial Supports	Never	Never
Financial Incentives	Once in the past year	Never
Financial penalties	Once in the past year	Once in the past year
Helpfulness of services		
Disability/equality audit	Moderately Helpful	Moderately Helpful
Environmental adaptations	Moderately Helpful	Moderately Helpful
Disability awareness training	Moderately Helpful	Moderately Helpful
Job coaching	Moderately Helpful	Very Helpful
Information and advice	Very Helpful	Moderately Helpful
Workplace Monitoring	Slightly Helpful	Very Helpful
Recruitment Agencies	Moderately Helpful	Extremely Helpful
Job/Person Matching	Moderately Helpful	Very Helpful
Productivity Related Financial Supports	Moderately Helpful	Very Helpful
Financial Incentives	Very Helpful	Moderately Helpful
Financial Penalties	Slightly Helpful	Moderately Helpful

Frequency of Usage of Services

Within both employers groups, service usage frequency was very low in Slovakia. The most commonly used service by either group was used only once in the past year (job/person matching services). Two external 'services' were not used at all – workplace monitoring services and recruitment agencies. There were no apparent differences between the two groups with regard to frequency of usage of external services.

Helpfulness of Services

The information in relation to the helpfulness of these services provides an indication of how important these services are in relation to supporting the employer in the employment process. Unlike many countries, there were few differences between the groups on how they rated the helpfulness or potential helpfulness of these services. (The only difference concerned disability/equality audits which active employers rated as being potentially more helpful).

Despite the relatively low frequency of usage of services, Slovakian employers tended to regard external services as potentially being helpful in the employment decision. Active employers generally rated external services as being helpful, with two of them being rated as quite important (information and advice and financial incentives). In addition, there was quite a high level of agreement amongst them with regard to these ratings.

Non-active employers cited four services as being of help. These were workplace monitoring, recruitment agencies, job/person matching and productivity related financial supports. All but the first of these were rated between 'very helpful' and 'extremely helpful'. There were also quite high levels of agreement amongst non-active employers for ratings of these services.

Though it is difficult to assess the significance of differences between the groups because of small sample sizes, it would appear that there as many as five differences which may of importance. These occurred in relation to the helpfulness of job coaching, workplace monitoring, recruitment agencies, job/person matching and productivity related financial supports. In each of these cases, non-active employers tended to rate their helpfulness more highly than the active employers.

4.13.3 Organisational Policies and Programmes

Table 4.13-2 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. These policies range from obligatory policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Table 4.13-2: Role of Organisational Policies and Programmes in Slovakia

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	Very positive	Very positive
Diversity and equal opportunities	Somewhat positive	Very positive
Disability policy	Very positive	Very positive
Health & Safety policy	Very positive	Somewhat positive
Occupational Health team/service	Somewhat positive	Very positive
Flexible Employment Models	Very positive	Very positive
Employee Assistance Programme	A little positive	Somewhat positive

Active employers in Slovakia tended to rate these policies very positively in terms of the role they played in influencing the decision to employ people with disabilities. However, it should be noted that for four of the policies only one employer from the non-active group responded.

Nonetheless, it was clear that all seven of the policies and programmes were viewed as being important by both groups with one exception. This relates to the active employer group rating of employee assistance programmes, which the viewed only in a slightly positive light. It was also clear from the ratings in both groups that there was quite a high level of agreement about these views with only two exceptions (EAP programmes and health and safety policy).

Overall, there were no large differences between the groups. Only one element of policy showed a moderate level of difference. Non-active employers tended to rate EAP programmes more highly than their active counterparts.

4.13.4 Organisational Culture and Motivational Factors

Table 4.13-3 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Table 4.13-3: Role of Organisational Culture and Motivational Factors in Slovakia

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	A little positive	
Boardroom commitment	Somewhat positive	
Opinions of staff and colleagues	Neutral	A little positive
Expectation of impact on productivity	A little negative	A little negative
Public Image of the organisation	Somewhat positive	A little positive
Impact on staff morale	Neutral	A little positive
Insurance costs	A little positive	Somewhat positive
Impact on employee maintenance costs	Neutral	Somewhat positive
Impact on workload of other employees	A little negative	A little negative
Factors associated with PWD	Neutral	Neutral

Generally, active and non-active employers in Slovakia rated cultural factors as being of limited importance in influencing decisions to employ. There were two exceptions to this trend. Non-active employers rated insurance costs and employee maintenance costs as being important, while active employers did not rate any cultural factors as being important. However, the relatively low overall ratings in the active employer groups concealed considerable difference of opinion between them with regard to seven of the ten elements of organisational culture.

Though the significance of differences between the groups is hard to assess reliably, it appeared that there was only one difference of any consequence. This related to the impact on employee maintenance costs, where non-active employers rated this factor more positively than active employers.

4.13.5 The Role of External Contextual Factors

Table 4.13-4 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages. Slovakian employers rated only 4 of the 8 contextual factors. The remaining factors either do not exist or did not make sense within the Slovakian context.

Active employers in Slovakia generally tended to rate these factors as being of some importance, though they did not feel able to rate two of the contextual elements – the example of competitors and financial incentives from the state. The active employers rated legal requirements to employ a person with a disability and state training supports in a relatively positive light, though there was a range of opinion expressed in relation to these elements of the Slovakian context. In addition, they expressed quite strong negative views about the role that state of the economy and labour shortages might play in informing a decision to employ.

Table 4.13-4: Role of External Contextual Factors in Slovakia

External Factors	Active	Non-Active
	Mean	Mean
The example of competitors	Neutral	A little positive
The influence of the social partners	A little positive	A little positive
The state of the economy	Somewhat negative	A little negative
Legal requirements to employ pwd	Somewhat positive	A little positive
Financial incentives from the State	Neutral	A little positive
Financial penalties from the State	A little positive	A little positive
Labour shortages	Very negative	Somewhat negative
State training supports	Somewhat positive	Somewhat positive

Non-active employers generally reported weaker views on the role of contextual factors. They rated only one element strongly, where they reported negative views on the effect of labour shortages on decision making. There were fairly low levels of agreement within the non-active employer group in relation to most of the elements of the external context in Slovakia.

There were no apparent differences between the groups in relation to any of the contextual factors reported on in the Slovakian study.

Table 4.13-5 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability.

Slovakian employers, like most of their international counterparts, generally rated these factors as being fairly small advantages. However, there were relatively low levels of agreement amongst the employers with regard to most of these ratings.

Table 4.13-5: Advantages of Employing People with Disabilities in Slovakia (Active Employers Only)

	Mean
Access to a wider talent pool	Some
Healthier work environments	None
Improved employee morale	None
Better designed user-centred products and services	None
Improved reputation with disabled customers	Some
Better ability to recruit and retain workers	Some
Improved public image	Some

4.13.6 Summary and Conclusions

Interpreting the Slovakian results is difficult for a number of reasons. Firstly, employers in both groups reported low levels of usage of services in relation to employing people with a disability. In addition, it would appear that some of the services investigated do not exist or are difficult to access in Slovakia and therefore asking employers to rate these services requires an imaginative effort by them. For these reasons, the results from Slovakia should be interpreted with caution.

Employers in Slovakia identified 19 factors which played a role or could play a role in their decisions to employ a person with disabilities. This was more than many of the other countries in the study. The important factors were:

- Information and advice
- Workplace Monitoring
- Recruitment Agencies
- Job/Person Matching
- Productivity Related Financial Supports
- Financial Incentives
- Corporate Social Responsibility
- Diversity and equal opportunities
- Disability policy

- Health & Safety policy
- Occupational Health team/service
- Flexible Employment Models
- Employee Assistance Programme
- Insurance costs
- Impact on employee maintenance costs
- The state of the economy
- Legal requirements to employ persons with a disability
- Labour shortages
- State Training supports

There was only some overlap between the views of active and non-active employers in relation to these factors – in all they agreed on 7 of them. However, there appeared to be differences between the groups in relation to a further 7 of these factors, which would appear to indicate that the views of both groups were somewhat polarised.

It was noteworthy that many of the elements cited as being important by Slovakian employers concerned external services - 7 of the 19 factors concerned these. In addition, Slovakian employers rated organisational policy elements as being of importance – all seven of these were cited as being important. The remaining important elements were mainly concerned with organisational policy and culture.

Though it is difficult to be certain of these findings, it would appear that the most important areas for influencing employers decisions to employ in Slovakia would relate to the provision of more services or in improving access to them and on encouraging the development of organisational policies which are supportive of employing persons with disabilities.

4.14 Slovenia

4.14.1 Introduction

This Chapter presents the national profile from Slovenia. The Slovenian sample consisted of 5 active employers and 5 non-active employers. Most of the factor explored in the study seemed to apply in the Slovenian context, with the exception of disability/equality audits.

4.14.2 Usage of External Services

Table 4.14-1 below details the findings from Slovenia in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

In the Table, for items where the active and non-active employers differed, a blue colour is used.

Table 4.14-1: Frequency of Usage of and Helpfulness of External Services in Slovenia

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations	Once in the past year	Never
Disability awareness training	2-3 times in the past year	Never
Disability/equality audit	Never	Never
Job coaching	2-3 times in the past year	Once in the past year
Information and advice	2-3 times in the past year	2-3 times in the past year
Workplace Monitoring	4-6 times in the past year	Never
Recruitment Agencies	2-3 times in the past year	Never
Job/Person Matching	4-6 times in the past year	2-3 times in the past year
Productivity Related Financial Supports	Never	Never
Financial Incentives	Never	Never
Financial penalties	Once in the past year	Never
Helpfulness of services		
Disability/equality audit	Moderately Helpful	Moderately Helpful
Environmental adaptations	Very Helpful	Moderately Helpful
Disability awareness training	Very Helpful	Moderately Helpful
Job coaching	Very Helpful	Moderately Helpful
Information and advice	Very Helpful	Very Helpful
Workplace Monitoring	Very Helpful	Moderately Helpful
Recruitment Agencies	Very Helpful	Moderately Helpful
Job/Person Matching	Very Helpful	Very Helpful
Productivity Related Financial Supports	Very Helpful	Moderately Helpful
Financial Incentives	Very Helpful	Very Helpful
Financial Penalties	Moderately Helpful	Very Helpful

Frequency of Usage of Services

Within the active employers group, service usage frequency was relatively low in Slovenia. The most commonly used services by them were used less than 4-6 times in the past year (job/person matching services and workplace monitoring services). Two external 'services' were not used by them at all – productivity related financial supports and disability/equality audits.

Non-active employers used external services far less frequently, and there would appear to have been differences of usage especially in relation to job coaching, workplace monitoring and recruitment agencies.

Helpfulness of Services

The information in relation to the helpfulness of these services provides an indication of how important these services are in relation to supporting the employer in the employment process. Unlike many countries, there were few differences between the groups on how they rated the helpfulness or potential helpfulness of these services. (The only difference concerned disability/equality audits which active employers rated as being potentially more helpful).

Despite the relatively low frequency of usage of services, Slovenian employers, especially active employers tended to regard external services as potentially being helpful in the employment decision. Active employers generally rated external services as being helpful, with no less than eight of them being rated as quite important (environmental adaptations, disability awareness training, job coaching, information and advice, workplace monitoring, job/person matching, productivity related financial supports and financial incentives). In addition, there was quite a high level of agreement amongst them with regard to most of these ratings.

Generally, non-active employers were less positive about the role services might play. However, they did cite three services as being of help. These were information and advice, job/person matching and financial incentives. There were also quite high levels of agreement amongst non-active employers for ratings of these services except for financial penalties, where a wide range of opinion was expressed.

Though it is difficult to assess the significance of differences between the groups because of small sample sizes, it would appear that there were two differences which may be of importance. These occurred in relation to the helpfulness of disability awareness training and workplace monitoring. In each of these cases, non-active employers tended to rate their helpfulness less highly than the active employers.

4.14.3 Organisational Policies and Programmes

Table 4.14-2 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. These policies range from obligatory policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Both active and non-active employers in Slovenia tended to rate these policies very positively in terms of the role they could play in influencing the decision to employ people with disabilities. Active employers cited four policies and services as being important - corporate social responsibility, diversity and equal opportunities, disability policy and health & safety policy. In addition, non active employers cited occupational health teams/services as potentially being of importance. However, despite these generally positive ratings, there were often high levels of disagreement about these opinions, especially amongst non-active employers. Overall, there appeared to be only one relatively large difference between the groups. Here, active employers tended to rate flexible employment models negatively, while their non-active counterparts rated this type of programme positively.

Table 4.14-2: Role of Organisational Policies and Programmes in Slovenia

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	Very positive	Somewhat positive
Diversity and equal opportunities	Very positive	Somewhat positive
Disability policy	Somewhat positive	Somewhat positive
Health & Safety policy	Somewhat positive	Somewhat positive
Occupational Health team/service	Somewhat positive	Somewhat positive
Flexible Employment Models	A little negative	A little positive
Employee Assistance Programme	A little positive	A little positive

4.14.4 Organisational Culture and Motivational Factors

Table 4.14-3 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Table 4.14-3: Role of Organisational Culture and Motivational Factors in Slovenia

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	Somewhat positive	Somewhat positive
Boardroom commitment	Very positive	Somewhat positive
Opinions of staff and colleagues	Somewhat positive	A little positive
Expectation of impact on productivity	Neutral	Neutral
Public Image of the organisation	Somewhat positive	Somewhat positive
Impact on staff morale	A little positive	A little positive
Insurance costs	Neutral	Neutral
Impact on employee maintenance costs	Neutral	A little negative
Impact on workload of other employees	A little negative	Neutral
Factors associated with PWD	A little positive	Neutral

Active and non-active employers in Slovenia rated cultural factors as being of some importance in influencing decisions to employ persons with a disability. Active

employers rated 4 factors positively - previous experience, boardroom commitment, opinions of staff and colleagues and public image of the organisation. Non-active employers rated two of these in a positive way - boardroom commitment and public image of the organisation. However, it was notable in both groups that there was considerable variation in opinion with regard to the ratings of these and most of the rest of the cultural factors examined.

Though the significance of differences between the groups is hard to assess reliably, it appeared that there were two differences of any consequence. These related to the ratings of boardroom commitment and factors associated with the person with disabilities. In both of these cases, active employers rated these more positively than non-active employers.

4.14.5 The Role of External Contextual Factors

Table 4.14-4 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages. Slovenian employers rated only 4 of the 8 contextual factors. The remaining factors either do not exist or did not make sense within the Slovenian context.

Active employers in Slovenia generally tended to rate these factors as being of some importance. The active employers rated legal requirements to employ a person with a disability and state training supports in a relatively positive light, though there was a range of opinion expressed in relation to these elements of the Slovenian context. In addition, they expressed positive views about the role that state training supports may play in the employment decision. Active employers tended to agree with each other about the importance of these factors, especially with regard to state training supports.

Table 4.14-4: Role of External Contextual Factors in Slovenia

External Factors	Active	Non-Active
	Mean	Mean
The example of competitors	A little positive	A little positive
The influence of the social partners	Neutral	A little positive
The state of the economy	A little positive	Neutral
Legal requirements to employ pwd	Somewhat positive	A little positive
Financial incentives from the State	A little positive	A little positive
Financial penalties from the State	A little positive	Neutral
Labour shortages	A little positive	A little positive
State training supports	Somewhat positive	Somewhat positive

Non-active employers generally reported weaker views on the role of contextual factors. They rated only one element strongly, where they reported positive views on the effect of state training supports on decision making. There were fairly low levels of agreement within the non-active employer group in relation to most of the elements of the external context in Slovenia.

There was only one apparent difference between the groups in relation to any of the contextual factors reported on in the Slovenian study. This occurred in the ratings of legal requirements to employ a person with a disability, where active employers rated this element more positively than their non-active counterparts.

Table 4.14-5 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability.

Slovenian employers, unlike most of their international counterparts, generally rated these factors as being fairly large advantages. The only factor that they did not rate positively was having healthier work environments as a result of employing a person with a disability. However, there were relatively low levels of agreement amongst the employers with regard to most of these ratings.

Table 4.14-5: Advantages of Employing People with Disabilities in Slovenia (Active Employers Only)

	Mean
Access to a wider talent pool	Large
Healthier work environments	Large
Improved employee morale	Large
Better designed user-centred products and services	Large
Improved reputation with disabled customers	Large
Better ability to recruit and retain workers	Large
Improved public image	Large

4.14.6 Summary and Conclusions

Employers in Slovenia identified no less than 25 factors which played a role or could play a role in their decisions to employ a person with disabilities. This was more than any of the other countries in the study. The important factors were:

- Environmental adaptations
- Disability awareness training
- Job coaching
- Information and advice
- Workplace Monitoring
- Job/Person Matching
- Productivity Related Financial Supports
- Financial Incentives
- Corporate Social Responsibility
- Diversity and equal opportunities
- Disability policy

- Health & Safety policy
- Occupational Health team/service
- Previous experience
- Boardroom commitment
- Opinions of staff and colleagues
- Public Image of the organisation
- Legal requirements to employ a person with a disability
- State Training supports
- Access to a wider talent pool
- Improved employee morale
- Better designed user-centred products and services
- Improved reputation with disabled customers
- Better ability to recruit and retain workers
- Improved public image

There was only some overlap between the views of active and non-active employers in relation to these factors – in all they agreed on 10 of them. (A further seven were rated only by the active employers). Moreover, there appeared to be differences between the groups only in relation to a further 3 of these factors, which would appear to indicate that the views of both groups were somewhat polarised.

It was noteworthy that many of the elements cited as being important by Slovenian employers (especially the active employers) concerned external services - 8 of the 25 factors concerned these. In addition, Slovenian employers rated organisational policy elements as being of importance – five of these were cited as being important. It was also notable that Slovenian employers did not rate external contextual factors as being of high importance. While the remaining important elements were mainly concerned with organisational policy and culture, it would seem that improving services to employers may have a more powerful influence on the employment decision in Slovenia than any other single area of intervention.

4.15 United Kingdom

4.15.1 Introduction

This Chapter presents the national profile from The UK. The UK sample consisted of 5 active employers and 5 non-active employers. All of these employers came from within Scotland.

Table 4.15-1 below details the findings from The UK in relation to the frequency of usage and helpfulness of a range of services external to the employing organisation that may be of help to the employer in employing a person with disabilities. The findings are broken down in relation to both active and non-active employers, i.e. employers who have employed a person with disabilities in the past year and those who have not.

In the Table, for items where the active and non-active employers differed, a blue colour is used.

Table 4.15-1: Frequency of Usage of and Helpfulness of External Services in the UK

External Services	Active	Non-Active
Frequency of Usage	Mean	Mean
Environmental adaptations	2-3 times in the past year	Never
Disability awareness training	7-12 times in the past year	Once in the past year
Disability/equality audit	Once in the past year	Never
Job coaching	4-6 times in the past year	Never
Information and advice	7-12 times in the past year	Never
Workplace Monitoring	4-6 times in the past year	Never
Recruitment Agencies	4-6 times in the past year	Never
Job/Person Matching	4-6 times in the past year	Never
Productivity Related Financial Supports	Once in the past year	Never
Financial Incentives	Never	Never
Financial penalties	Never	Never
Helpfulness of services		
Disability/equality audit	Moderately Helpful	Very Helpful
Environmental adaptations	Very Helpful	Very Helpful
Disability awareness training	Very Helpful	Moderately Helpful
Job coaching	Very Helpful	Very Helpful
Information and advice	Very Helpful	Very Helpful
Workplace Monitoring	Very Helpful	Very Helpful
Recruitment Agencies	Very Helpful	Moderately Helpful
Job/Person Matching	Very Helpful	Very Helpful
Productivity Related Financial Supports	Very Helpful	Very Helpful
Financial Incentives	Moderately Helpful	Slightly Helpful
Financial Penalties	No Effect	Slightly Helpful

Frequency of Usage of Services

As might be expected, here was a marked difference in the frequency of service usage between the active and non-active employers in the UK. Active employers used no less than 8 of the 11 services with a higher frequency than non-active

employers and in relation to some of these, the frequency of usage was quite high (e.g. disability awareness training and information and advice services). In fact, non-active employers did not use of the services at all. Two external 'services' were not used at all by either of the groups – financial incentives and financial penalties.

Helpfulness of Services

The information in relation to the helpfulness of these services provides an indication of how important these services are in relation to supporting the employer in the employment process. Unlike many countries, there were few apparently large differences between the groups on how they rated the helpfulness or potential helpfulness of these services. (The only difference concerned disability awareness training which active employers rated as being potentially more helpful).

The UK employers groups tended to regard external services as potentially being helpful in the employment decision. Active employers generally rated all of the external services as being helpful, with five of them being rated as quite important (environmental adaptations, disability awareness training, job coaching, information and advice services and job/person matching). In addition, there was quite a high level of agreement amongst them with regard to most of these ratings.

Non-active employers cited two services as potentially being of help. These were disability and equality audits and environmental adaptations. There were also quite high levels of agreement amongst non-active employers for ratings of these services, but not in relation to most of the rest of them.

4.15.2 Organisational Policies and Programmes

Table 4.15-2 below details the findings with regard to seven internal policies and programmes that companies may have in place and which can potentially promote the employment of people with disabilities. These policies range from obligatory policies, such as health and safety to optional ones, such as corporate social responsibility (CSR).

Table 4.15-2: Role of Organisational Policies and Programmes in the UK

	Active	Non-Active
Policies and Programmes	Mean	Mean
Corporate Social Responsibility	Somewhat positive	A little positive
Diversity and equal opportunities	Very positive	A little positive
Disability policy	Very positive	Somewhat positive
Health & Safety policy	A little positive	A little positive
Occupational Health team/service	A little positive	A little positive
Flexible Employment Models	Somewhat positive	Somewhat positive
Employee Assistance Programme	A little positive	Somewhat positive

Both active employers and non-active employers in the UK tended to rate these policies very positively in terms of the role they played in influencing the decision

to employ people with disabilities. Active employers rated four of these positively, with two in particular being very highly rated (diversity and equal opportunities policy and disability policy). There was strong agreement between the active employers in relation to these two elements, but more variation in opinion in relation to the other two important elements – CSR and diversity and equal opportunities policies.

Non-active employers rated three organisational policies and programmes as being of importance, though there was only some overlap with the view of the active employers. Like the active employers, they rated disability policy and flexible employment models as being important, and in addition, they rated employee assistance programmes as being a positive factor in decision making. There was a reasonable level of agreement within the non-active employer group with regard to most of these elements.

Though it is difficult to assess the significance of differences between the groups due to the small numbers in each group, it appeared that there were two areas of policy where real differences might exist – CSR policy and diversity and equal opportunities policy. In both cases, active employers rated these more highly than non-active employers.

4.15.3 Organisational Culture and Motivational Factors

Table 4.15-3 details the findings in relation to a set of 10 factors concerning the culture and motivation of the employers' organisation. These factors cover a wide range of issues, ranging from 'softer' issues such as morale and public image, to 'harder' issues concerning expectations of impacts on costs and organisational functioning.

Table 4.15-3: Role of Organisational Culture and Motivational Factors in the UK

	Active	Non-Active
Culture and Motivation	Mean	Mean
Previous experience	Very positive	A little positive
Boardroom commitment	Somewhat positive	A little positive
Opinions of staff and colleagues	Somewhat positive	A little positive
Expectation of impact on productivity	A little positive	Somewhat negative
Public Image of the organisation	A little positive	A little positive
Impact on staff morale	Somewhat positive	A little positive
Insurance costs	Neutral	A little negative
Impact on employee maintenance costs	A little positive	Somewhat negative
Impact on workload of other employees	Neutral	A little negative
Factors associated with PWD	Neutral	Neutral

Generally, non-active employers in the UK rated cultural factors as being of limited importance in influencing decisions to employ, but there were large differences of opinion in this group regarding the significance of these factors. Active employers on the other hand, were more positive in their assessments. They rated having previous experience of employing a person with a disability particularly highly and also rated boardroom commitment and the opinions of staff and colleagues as being positive factors in making a decision to employ. Generally, there was quite a

wide range of opinions expressed by the active employers in the UK with regard to the significance of organisational cultural factors.

Though the significance of differences between the groups is hard to assess reliably, it appeared that there was quite a wide divergence of opinion between the active and non-active employers. Moreover, in relation to some of these factors, for example, expectations of the impact on productivity and insurance costs, active and non-active employers were not in agreement with regard to the direction of influence of these factors on decision making. Apparent differences between the groups were seen in relation to six elements of organisational culture. These were previous experience, boardroom commitment, opinions of staff and colleagues, expectation of impact on productivity, insurance costs and the impact on employee maintenance costs. In all of these cases, active employers expressed more positive views than their non-active counterparts.

4.15.4 The Role of External Contextual Factors

Table 4.15-4 outlines the findings on the role played by factors related to the national context which are external to the organisation in influencing the employment decision. These factors range from features from the national system such as financial inducements and penalties to more general socio-economic elements such as the state of the economy and the role of labour shortages.

Neither group of employers in the UK rated these factors as being of importance. Moreover, there was a fairly high level of agreement within both groups with regard to these ratings.

There was only one apparent difference between the groups in relation to these factors – this occurred in relation to the potential role of legal requirements to employ a person with a disability. However, few non-active employers felt able to express an opinion on this issue and the difference between the groups is more apparent than real.

Table 4.15-4: Role of External Contextual Factors in the UK

External Factors	Active	Non-Active
	Mean	Mean
The example of competitors	Neutral	Neutral
The influence of the social partners	A little positive	A little positive
The state of the economy	Neutral	Neutral
Legal requirements to employ pwd	A little positive	Neutral
Financial incentives from the State	Neutral	A little positive
Financial penalties from the State	Neutral	A little positive
Labour shortages	A little positive	A little positive
State training supports	A little positive	A little positive

Table 4.15-5 below details the answers in relation to the advantages of employing a person with a disability. This question was asked of active employers only, as it was assumed that non-active employers would have no experience (or no recent experience) of employing a person with a disability.

The UK employers, unlike most of their international counterparts, generally rated these factors as being relatively large advantages. In all, they rated four of the seven advantages as being important. These were having access to a wider talent pool, having better designed user-centred products and services, generating an improved reputation with disabled customers and being better able to recruit and retain workers. However, there were relatively low levels of agreement amongst the employers with regard to two of these ratings (having better designed user-centred products and services and generating an improved reputation with disabled customers).

Table 4.15-5: Advantages of Employing People with Disabilities in the UK (Active Employers Only)

	Mean
Access to a wider talent pool	Large
Healthier work environments	Some
Improved employee morale	Some
Better designed user-centred products and services	Large
Improved reputation with disabled customers	Large
Better ability to recruit and retain workers	Large
Improved public image	Large

4.15.5 Summary and Conclusions

Employers in The UK identified 17 factors which played a role or could play a role in their decisions to employ a person with disabilities. This was in line with most of the other countries in the study. The important factors were:

- Environmental adaptations
- Disability awareness training
- Job coaching
- Information and advice
- Job/Person Matching
- Corporate Social Responsibility
- Diversity and equal opportunities
- Disability policy
- Flexible Employment Models
- Employee Assistance Programme
- previous experience of employing a person with a disability
- boardroom commitment
- the opinions of staff and colleagues
- Access to a wider talent pool
- Better designed user-centred products and services

- Improved reputation with disabled customers
- Better ability to recruit and retain workers

There was little overlap between the views of active and non-active employers in relation to these factors – in all they agreed on only 3 of them. Moreover, there appeared to be differences between the groups in relation to a further 7 of these factors, which would appear to indicate that the views of both groups were somewhat polarised.

It was noteworthy that many of the elements cited as being important by UK employers concerned external services - 5 of the 17 factors concerned these. In addition, UK employers rated organisational policy elements as being of importance – a further 5 of these were cited as being important. The remaining important elements were concerned with organisational policy and culture and with the advantages that accrue when employing a person with a disability.

This overall pattern of results implies that UK employers firmly see the most important factors affecting decisions as being involved with external services and internal processes and culture. They do not see the general context of the organisation or the economy as being important. Moreover, the apparently large differences of opinions between active and non-active employers provide strong indications of where effort might be targeted when seeking to persuade non-active employers to change into active ones.

5. Trans-National Comparisons

5.1 Introduction - Purpose of this Chapter

It might be assumed that the purpose of undertaking transnational comparisons of the findings from the employers study is to compare countries with respect to the levels of the ratings of the different elements of the Employer Threshold Model. Often the purpose of such comparisons is to seek to establish whether countries differ in relation to the levels of opinions expressed.

However, the main aim of this chapter is to try to identify the main elements of the model which can be carried forward to further development work. The purpose of the survey was to seek confirmation of the appropriate elements of the model, rather than to compare countries with each other. The early stage of development of the model allied to the insufficiency of the data collected in the study, dictates that the usage of the transnational comparisons is for heuristic, rather than analytic purposes.

Interpreting the Data and Transnational Differences

The Tables below detail the findings in relation to the transnational comparisons of each of the elements of the Employers Threshold model. In these Tables, the data from the active and non-active employers have been collapsed giving a sample of ten employers from each country (with the exception of Austria, which has a sample of six employers)

The apparent differences between countries that were reported may be interpreted in a number of ways. In part, employers previous experiences of employing persons with a disability and of the services and programmes which support that process influences their ratings. However, the availability of support services and programmes varies considerably between countries, and this may account for a large element of the differences between countries.

Another factor contributing to national differences relates to the overall availability of services. In countries where there are a lot of services and supports available, employers' experience of these services may not always be positive. As respondents were asked to rate services which do not exist as well as those that do, ratings of services that do not exist within a country may be somewhat inflated.

One final factor which may influence national differences concerns national culture. Trans-national surveys in a wide range of areas related to disability and work (and many other work related issues) reveal differences between countries that are not easily explainable in an 'objective' sense – these may relate to cultural propensities to report attitudes in different ways.

5.2 Usage of External Services

Frequency of Usage of Services

The data on the frequency of usage of services is detailed in **Table: 5.2-1**. In general, services were not used with very high frequencies, as might be expected. Most of the services investigated might only be used on an irregular basis and only in connection with the employment of a person with a disability. Nevertheless, there were apparently quite large differences between the participating countries in relation to the frequency of usage of many services. In part, these differences reflect the availability of services within the various countries, but they also reflect differences in the accessibility of services and perhaps also in reporting tendencies.

The main findings from the transnational comparison of frequency of usage of services were:

- Environmental adaptations: These were used with the highest frequencies in Austria, the Netherlands, the UK and Denmark. They do not appear to be used with any frequency in either Portugal or Romania.
- Disability awareness training: These services were used quite widely in the 15 countries, especially in the UK, Ireland and Malta. Slovakia, Germany and Finland reported the lowest usage of these services
- Disability/equality audit: Disability/equality audits were neither widely available nor used in the 15 countries. Only nine of the countries reported using this service, all with low frequencies.
- Job coaching: Job coaching services were used with some frequency in most countries, with the exception of Romania. They were most often used in Austria, the UK and Slovenia.
- Information and advice: Information and advice services were the second most widely used service in the 15 countries. They were most widely used in the UK, Slovenia, Germany and Ireland.
- Workplace Monitoring: Workplace monitoring services were not widely available or used in the 15 countries. In France, Romania and Slovakia they were not available. They were most used in the UK, Slovenia and Austria.
- Recruitment Agencies: Recruitment agencies were the most frequently used service of all. They were most frequently used in Germany and Italy, and were used least frequently in Slovakia, where they appeared not to be used at all, Portugal and Norway.
- Job/Person Matching: These services were used with quite a wide variation in frequency. In Romania, they did not appear to exist, while they were used with low frequency in Austria and Norway. Slovenia, the UK, Germany and Italy reported the highest usage of these services.
- Productivity Related Financial Supports: This support was not available in a number of countries – Ireland, France, Italy, Romania and Slovakia. They were most frequently used in Germany, Austria and Denmark.
- Financial Incentives: Financial incentives were reported as not being available in Ireland and were most frequently used in the Netherlands, Italy and Norway.

- Financial penalties: Financial penalties did not exist in many countries – 10 of the countries reported that they were not used at all. They appeared to be most widely used in Slovakia and Slovenia. These were the least used supports of all.

Table: 5.2-1: Frequency of Usage of External Services (N=146)

	TOT	AT	DK	FI	FR	DE	IE	MT	IT	NL	NO	PT	RO	SL	SK	UK
Frequency																
Environmental adaptations	1	2	1	1	1	1	1	0	1	2	1	0	0	0	0	1
Disability awareness training	1	1	1	0	1	0	1	1	1	0	1	0	1	1	0	3
Disability/equality audit	1	0	0	0	0	0	1	0	1	1	0	2	0	0	0	1
Job coaching	1	2	1	1	1	1	1	1	1	1	0	1	0	1	0	2
Information and advice	1	1	1	0	1	2	2	1	1	1	1	1	1	2	0	2
Workplace Monitoring	1	1	1	1	0	1	0	1	1	1	0	1	0	2	0	2
Recruitment Agencies	1	2	1	1	2	2	2	2	2	1	1	1	1	1	0	2
Job/Person Matching	1	0	1	0	1	1	1	1	2	1	0	1	0	2	1	2
Productivity Related Financial Supports	1	2	2	1	0	2	0	0	0	2	0	0	0	0	0	0
Financial Incentives	0	1	0	0	1	0	-	0	1	1	1	1	1	0	0	0
Financial penalties	0	1	0	0	1	1	-	0	0	0	0	0	0	1	1	0

Frequency scale: 0: Never

1: Once in the past year

2: 2-3 times in the past year

Helpfulness of Services

Given the low level of usage of services the data from the ratings of the helpfulness of these services provides a more useful analysis of the factors that may be important in the decision making of employers. The main findings in relation to ratings of helpfulness of services were:

- Environmental adaptations: This service was rated especially highly in 6 countries, with Germany rating as being the most helpful.
- Disability awareness training: Only three of the 15 countries rated this service highly – Malta, Portugal and Ireland. However, all of them gave it a rating of 2 or above, i.e. moderately helpful or more.
- Disability/equality audit: None of the 15 countries rated this service highly – this may reflect its lack of availability and a limited knowledge of what the service entails.

- Job coaching: Perhaps surprisingly, this service attracted quite a wide range of opinion. It was rated especially highly in 5 countries, but it attracted relatively low ratings in a further two countries – Finland and France.
- Information and advice: As indicated earlier, not all countries have this service available. Even amongst those that rated the services, none rated it especially highly. This may be because of limited understanding of the nature of the service. It was the second most highly rated service of all.
- Workplace Monitoring: This service was rated highly in 6 countries, with the highest ratings reported in Portugal and Ireland. Only the Netherlands and Romania, where the service was not available, were relatively low in their ratings.
- Recruitment Agencies: Recruitment agencies were rated highly in only 4 countries, with Portugal rating the particularly highly. The Netherlands, Norway and Denmark gave the lowest ratings.
- Job/Person Matching: 6 countries rated this service highly, with especially high ratings being reported in Slovenia.
- Productivity Related Financial Supports: This support was rated very highly in 8 countries. Romania declined to rate these supports.
- Financial Incentives: This support was rated as being the most helpful of all on average. 7 countries rated it highly, but a further 5 gave it only moderate ratings.
- Financial Penalties: This support was rated least highly of all – no country thought that it would be especially helpful, though 3 countries declined to give a rating.

Table: 5.2-2: Helpfulness of External Services (N=146)

	TOT	AT	DK	FI	FR	DE	IE	MT	IT	NL	NO	PT	RO	SL	SK	UK
Helpfulness	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Environmental adaptations	2.5	2.2	2.9	2.3	2.7	3.0	2.9	2.7	2.4	1.9	2.6	2.9	0.0	2.8	2.2	2.9
Disability awareness training	2.5	2.0	2.3	2.6	2.7	2.5	2.9	3.3	2.0	2.0	2.0	3.1	2.0	2.6	2.1	2.7
Disability/equality audit	1.7	1.2	1.5	1.6	2.0	1.3	2.3	2.1	2.3	2.0	1.5	0.0	0.0	2.1	2.1	2.6
Job coaching	2.5	2.3	2.6	2.1	2.7	3.0	3.3	2.9	3.0	1.7	2.4	3.4	0.0	2.4	2.1	2.8
Information and advice	2.5	2.0	2.0	1.6	1.5	3.0	3.0	2.3	2.8	2.6	2.0	3.0	2.7	2.9	2.5	2.9
Workplace Monitoring	2.6	2.2	2.9	2.9	2.0	2.7	3.4	2.3	2.6	2.9	2.8	3.2	0.0	2.3	2.2	2.6
Recruitment Agencies	2.4	2.0	1.9	2.4	2.6	2.8	2.8	2.8	3.1	1.7	1.6	3.4	1.8	2.3	2.6	2.5
Job/Person Matching	2.6	2.0	2.0	2.6	2.2	2.4	3.3	2.0	3.2	2.7	2.2	3.2	0.0	3.4	2.9	2.8
Productivity Related Financial Supports	2.7	2.5	3.3	3.0	2.0	3.0	2.3	2.8	3.2	3.1	2.6	2.9	0.0	2.7	2.9	2.5
Financial Incentives	2.6	1.5	2.9	2.7	1.8	1.8	1.8	3.1	3.3	3.0	2.7	3.1	2.2	3.1	3.2	1.3
Financial Penalties	1.2	0.8	0.0	1.0	1.3	0.2	0.7	0.8	1.6	1.6	0.0	2.4		2.3	1.3	0.5

0: No effect 1 – 2.7: Slightly positive 2.8 – 3.3: Moderately positive 3.4 – 4: Very positive

5.3 Organisational Policies and Programmes

Table 5.3-1 overleaf details the transnational findings in relation to the role of the 7 elements of organisational policies and programmes. In general, these factors were thought to be quite positively related to the employment decision, more so than was the case for external services. The main findings were:

- Corporate Social Responsibility: 12 countries with the exceptions of Romania, Denmark and Norway thought this policy to be positively associated with the employment decision. Austria, Malta, Slovakia and Slovenia rated it especially highly. On average, it was the most highly rated of all organizational policies.
- Diversity and equal opportunity: this policy was rated highly in nine of the 15 countries, with Malta, Slovakia and Slovenia rating it especially highly. However, in Germany, this policy was not rated highly at all, though slightly positively.
- Disability policy: nine countries rated disability policy positively, with Slovakia and the UK being highest in their ratings. However, there was quite a wide range of opinion expressed in relation to the role that this policy plays.
- Health and safety policy: this was not rated as being important by most countries. Only three countries rated it positively, while Ireland rated it negatively. Two other countries also rated it slightly negatively. Health and safety policy was rated overall as playing the least positive role in decision making.
- Occupational health team/service: this programme was rated highly in only two countries – Slovakia and Slovenia. Two countries rated it slightly negatively. Overall, it was not rated as playing a large role in the employment decision.
- Flexible employment models: Somewhat surprisingly, only five countries rated this type of programme especially highly.
- Employee Assistance programmes: these were rated as being especially positive only in the UK, though this may reflect the fact that they are not a widespread feature in Continental Europe.

Table 5.3-1: Role of Organisational Policies and Programmes (N=146)

	TOT	AT	DK	FI	FR	DE	IE	MT	IT	NL	NO	PT	RO	SL	SK	UK
	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Corporate Social Responsibility	1.9	2.7	1.4	1.7	2.0	2.1	1.9	2.9	1.8	2.1	1.1	1.6	0.8	2.5	3.0	1.6
Diversity and equal opportunities	1.7	2.2	1.3	1.3	2.0	0.6	2.0	2.9	0.9	1.0	1.8	1.4	1.2	2.4	2.6	2.2
Disability policy	1.5	0.3	0.9	0.9	1.7	0.7	1.6	2.1	2.0	0.7	1.6	1.8	1.3	1.8	2.7	2.3
Health & Safety policy	0.7	0.0	-0.1	0.4	1.1	0.8	-1.0	1.4	0.4	1.7	0.8	0.0	-0.5	2.2	2.5	1.3
Occupational Health team/service	0.9	0.0	-0.1	0.7	1.3	0.9	-0.4	1.3	0.7	1.3	1.1	0.1	0.0	1.9	2.4	1.0
Flexible Employment Models	1.3	0.2	0.7	1.3	2.0	1.2	2.1	1.4	1.5	0.8	1.3	0.0	1.0	0.3	2.6	2.1
Employee Assistance Programme	1.0	0.8	0.6	1.0	1.0	0.9	1.4	1.1	0.4	0.4	1.0	0.8	0.8	1.4	1.3	1.7

Helpfulness scale: 0 – 1: No effect 1 – 1.4: Slightly positive 1.5 – 2.2: Moderately positive 2.3 – 4 – Very positive

Overall, organisational policies and programmes were rated as being positive factors in the employment decision. In particular, the non-obligatory policies were rated more highly than policies and programmes which employers are required to have in place.

5.4 Organisational Culture and Motivational Factors

The findings in relation to role of organisational cultural and motivational factors are outlined in **Table 5.4-1** below. Organisational cultural and motivational factors were rated positively, though the ratings from Norway and to a lesser extent Italy and Romania indicated that employers in these countries felt that they played a predominantly negative role.

- Four factors were felt to play a significant role in the employers' decision making process: previous experience of employing disabled people; boardroom commitment; the opinions of staff and colleagues and the public image of the organisation .

Table 5.4-1: Role of Organisational Culture and Motivational Factor (N=146)

	TOT	AT	DK	FI	FR	DE	IE	MT	IT	NL	NO	PT	RO	SL	SK	UK
	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Previous experience	1.3	1.3	-0.1	1.6	2.1	1.1	1.5	1.8	0.8	0.4	2.3	1.8	0.6	1.7	0.6	1.9
Boardroom commitment	1.5	1.5	0.2	1.2	2.1	1.7	1.4	2.0	1.1	1.3	0.5	1.8	1.8	2.5	1.5	1.6
Opinions of staff and colleagues	1.1	1.2	0.5	1.5	1.3	1.0	1.7	1.6	0.0	1.1	0.9	0.7	1.6	1.6	0.3	1.7
Expectation of impact on productivity	-0.1	-0.2	0.1	0.1	0.2	-0.7	-0.5	0.4	-0.1	-0.4	-1.3	0.7	0.0	0.4	-0.6	-0.4
Public Image of the organisation	1.4	0.8	0.4	1.3	2.0	0.8	2.1	2.4	1.2	1.7	0.8	1.0	1.3	2.1	1.3	1.1
Impact on staff morale	0.9	0.8	0.7	1.2	1.2	0.3	1.6	1.7	0.3	0.6	1.4	0.4	0.3	1.1	0.2	1.4
Insurance costs	-0.2	0.3	0.0	-0.1	1.0	0.0	-0.6	-0.2	0.0	-0.7	-1.4	0.0	-1.0	-0.1	1.4	-0.4
Impact on employee maintenance costs	-0.2	0.5	0.2	-0.2	-0.1	-0.4	-0.5	0.0	-1.1	0.3	-1.0	0.0	0.0	-0.4	0.9	-0.2
Impact on workload of other employees	-0.3	-0.2	0.2	-0.1	0.0	-0.7	-0.5	0.1	-1.1	-0.2	-1.0	0.1	0.0	-0.6	-0.6	-0.4
Factors associated with PWD	0.3	0.3	1.1	0.1	1.1	-0.2	0.2	1.0	0.0	-0.6	-0.3	0.7	-0.8	0.8	-0.2	0.2

Helpfulness scale: -1 - -1.5: Moderately negative 0: No effect 1 – 1.4: Slightly positive
 1.5 - 2.2: Moderately positive 2.3 – 4: Very positive

- **Previous experience of employing disabled people:** this was rated positively (especially so in Norway) by 8 of the 15 countries. Only Denmark gave this factor a slight negative rating.
- **Boardroom commitment:** this was rated as being important in 9 of the 15 countries and especially so in Slovenia. Denmark and Norway felt that it played a limited role in decision making.
- **Opinions of staff and colleagues:** This was rated as being important in 6 of the 5 countries. Italy gave it a neutral rating.
- **Expectation of impact on productivity:** Perhaps surprisingly, this was rated as a negative factor overall, but only slightly. Only Norway gave it a particularly negative rating.

- **Public Image of the organization:** this was rated highly in 5 of the 15 countries and especially so in Malta.
- **Impact on staff morale:** Only 2 of the 15 countries rated this factor as being of importance – Ireland and Malta.
- **Insurance costs:** This was generally felt to play a slight negative role in the employment decision (11 of the 15 countries rated it as a neutral or negative factor).
- **Impact on employee maintenance costs:** This was generally rated slightly negatively, but Italy and Norway rated as being an especially negative factor.
- **Impact on workload of other employees:** This factor was rated as the most negative of this entire category of factors, with Italy and Norway rating it most negatively. Only Denmark and Malta rated as having a slightly positive role in decision making.
- **Factors associated with people with disabilities:** Overall, this factor was rated as playing a slightly positive role in decision making. However, there was quite a wide range of opinion in relation to this issue. 5 countries rated it as a negative factor while the remainder rated it neutrally or slightly positively. Overall, it was not felt to be an important factor.

5.5 The Role of External Contextual Factors

The findings in relation to the role that external contextual factors play in employers decision making are detailed in **Table 5.5-1** overleaf. Generally, these factors were not considered by many employers to be of importance. In fact, employers in Finland, Germany, Malta, the Netherlands, Portugal and the UK did not rate any of these factors to be important in their decision making.

In summary the findings from the transnational comparisons were:

- **The example of competitors:** none of the employers in the 15 countries thought this to be an important factor in their decision making about whether to employ a person with a disability.
- **The influence of the social partners:** none of the employers in the 15 countries thought this to be an important factor in their decision making about whether to employ a person with a disability.
- **The state of the economy:** generally this was rated as a slightly negative factor, i.e. a slowly growing economy would negatively influence the employer decision. Two countries rated this quite negatively – Romania and Slovakia.
- **Legal requirements to employ people with disabilities:** there was mixed opinion in relation to this issue, with some countries rating it slightly positively and others a little negatively. Employers in France and Slovakia rated this factor as a positive influence on decision making, while Austrian employers rated it negatively.
- **Financial incentives from the State:** these were generally rated somewhat positively, but in only 3 countries (Denmark, France and Norway) were they rated as a significant element in decision making.

- **Financial penalties from the State:** Most countries rated this to be a slightly negative feature with the exception of France (where a quota system applies). In France, it was rated as a significant positive influence on decision making.
- **Labour shortages:** there appeared to be some misunderstanding of what this factor meant in some countries. Nevertheless, in two countries it was rated as being important, but in the opposite directions. In Ireland, labour shortages were felt to have a positive influence on decision making, while in Italy, they were felt to have the opposite effect.
- **State Training supports:** these were generally rated as having a marginally positive influence on the employment decision. However, only in three countries – Slovenia especially, Slovakia and Denmark were these ratings particularly positive. This was the most positively rated element of all of the contextual factors.

Table 5.5-1: Role of External Contextual Factors (N=146)

	TOT	AT	DK	FI	FR	DE	IE	MT	IT	NL	NO	PT	RO	SL	SK	UK
	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
The example of competitors	0.2	0.3	0.0	0.0	0.6	0.2	0.0	0.6	0.2	0.0	0.0	0.1	0.2	0.7	0.1	0.0
The influence of the social partners	0.6	0.6	0.1	0.0	1.3	-0.1	0.4	1.0	-0.1	0.9	0.0	0.7	0.3	0.8	1.2	0.8
The state of the economy	-0.2	-0.3	0.3	-0.3	0.6	-0.4	0.2	0.0	-0.9	0.2	0.9	-0.7	-2.3	0.7	-1.7	-0.1
Legal requirements to employ people with disabilities	0.5	-1.2		0.0	2.1	-0.9	0.7	1.3	0.3	0.2		-0.2	-0.1	1.4	1.7	0.7
Financial incentives from the State	1.1	1.2	2.1	0.4	1.7	0.8	0.3	0.6	1.2	1.3	2.0	1.2	1.1	1.2	0.7	0.4
Financial penalties from the State	0.4	0.2		0.2	2.0	-0.7	-0.6	-0.4	0.8	0.0		0.4	0.0	0.5	1.2	0.0
Labour shortages	0.1	0.5	0.5	0.3	0.2	0.2	1.6	0.0	-1.6	0.4	1.3	-0.5	0.0	0.8	-2.4	0.7
State Training supports	1.1	0.7	1.8	0.8	1.2	0.6	1.2	0.7	1.2	0.2	1.4	0.9	0.0	2.3	1.6	1.0

Helpfulness scale: -1.5 - -3: Very negative

-1 - -1.5: Moderately negative

0: No effect

1 – 1.4: Slightly positive

1.5 - 2.2: Moderately positive

2.3 – 4: Very positive

▪

The findings in relation to contextual factors indicate that while they may be popularly associated with the employment decision, they generally have little influence on employment decision in practice. As a category of factors they are far less influential than external services, internal policies or organizational culture.

5.6 The Advantages of Employing a Person with a Disability

The results concerning the advantages of employing a person with a disability are outlined in **Access to a wider talent pool**: *this was not rated as being an important element in decision making in any country.*

- **Healthier work environments:** this was given a marginally positive rating by employers in only two countries – Malta and Norway.
- **Improved employee morale:** this was rated as a factor influencing the employment decision in only two countries – in Malta especially and in Slovenia.
- **Better designed user-centred products and services:** this was rated as being influential in only one country – Slovenia.
- **Improved reputation with disabled customers:** this was not believed to be important generally – only in Malta and Slovenia was it rated as being of importance.
- **Better ability to recruit and retain workers:** None of the employers in any of the 15 countries rated this as being a significant advantage of employing a person with a disability.
- **Improved public image:** Three countries rated this to be an advantage – Malta, Slovenia and Romania. Overall, this was the most significant of the 7 advantages examined in this category.

In all, these factors were rated as being of significance in 11 of the 15 countries; while in only two did they appear to play an influential role (Malta and Slovenia). These findings indicate that the advantages of employing a person with a disability are not a significant part of the decision to employ them in the first place. They would appear to indicate that positive decisions to employ are made for reasons relating to the helpfulness of services, the presence of practically supportive policies and programmes and positive organisational cultural reasons rather than to benefit from any advantages that may occur.

Table 5.6-1 overleaf. The 7 questions under this heading were only asked of employers who had employed a person with a disability in the past year. In summary, the main findings were:

- **Access to a wider talent pool:** this was not rated as being an important element in decision making in any country.
- **Healthier work environments:** this was given a marginally positive rating by employers in only two countries – Malta and Norway.
- **Improved employee morale:** this was rated as a factor influencing the employment decision in only two countries – in Malta especially and in Slovenia.
- **Better designed user-centred products and services:** this was rated as being influential in only one country – Slovenia.
- **Improved reputation with disabled customers:** this was not believed to be important generally – only in Malta and Slovenia was it rated as being of importance.
- **Better ability to recruit and retain workers:** None of the employers in any of the 15 countries rated this as being a significant advantage of employing a person with a disability.
- **Improved public image:** Three countries rated this to be an advantage – Malta, Slovenia and Romania. Overall, this was the most significant of the 7 advantages examined in this category.

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Table 5.6-1: Advantages of Employing People with Disabilities (Active Employers Only)

	TOT	AT	DK	FI	FR	DE	IE	MT	IT	NL	NO	PT	RO	SL	SK	UK
	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Access to a wider talent pool	1.2	0.6	1.2	0.8	1.2	0.8	1.2	1.8	1.3	0.8	1.4	0.8	1.3	1.8	0.8	2.0
Healthier work environments	1.0	0.6	1.0	1.4	1.8	0.3	0.8	2.6	0.2	0.5	2.4	0.6	0.7	1.6	0.2	0.7
Improved employee morale	1.4	1.0	1.2	1.4	1.5	1.0	1.6	3.0	0.8	1.0	1.8	1.2	1.3	2.2	0.4	1.0
Better designed user-centred products and services	1.0	0.5	0.8	0.4	1.8	0.5	0.8	1.2	0.8	0.0	2.0	0.2	1.0	2.3	0.4	2.0
Improved reputation with disabled customers	1.3	1.0	1.0	0.3	0.6	1.3	1.4	2.4	0.8	1.4	0.6	1.0	2.0	2.2	1.2	2.0
Better ability to recruit and retain workers	0.9	0.4	1.0	0.0	0.4	0.8	0.8	1.8	0.6	0.7	1.6	0.2	0.0	2.0	0.8	1.8
Improved public image	1.5	1.0	1.0	1.2	0.8	1.2	1.6	2.4	1.8	1.8	1.8	1.0	2.5	2.4	1.2	1.5

Helpfulness scale:

0: No effect 1 – 2: Slight advantage 2 – 3: Moderate advantage

3 – 4: Great advantage

5.7 Conclusions and Next Steps

The findings from the employers' survey are relatively clear, notwithstanding the adequacy of the data. In general terms, factors related to the helpfulness of services, the existence of supportive internal policies and procedures and to a lesser extent, having a broadly supportive organisational culture were the most important factors in influencing the decision to employ a person with a disability. Factors relating to the external environment of the organisation and to the perceived advantages of employing a person with a disability were of at best marginal significance in influencing the decision making process.

As might be expected, there appeared to be considerable differences between the countries in terms of employers ratings of these factors. These differences are related to differences in the national systems in which they operate (e.g. all of the services examined in the study do not exist in each country), the differing experiences of the employers with regard to actually employing a person with a disability and perhaps also national cultural differences in terms of what opinions people are prepared to and how strongly they are prepared to report them.

The next steps in using this data are to combine them with data from the other levels of investigation in the Opti-Work study to produce a cost-benefit analysis of employing a person with a disability from the employers' point of view. In addition, two further Employer Threshold models will be produced. The first (to be used in

combination with the other data alluded to) will be a 'restricted' model which will use only those factors shown to be of the highest importance in influencing decision making. The second or 'extended' model will combine this survey data with data from the open-ended questions of the employer's survey and other data sources within the project to produce the final version of the Employer Threshold Model. It is intended that this final version, together with a second and final version of the Employer Threshold Tool will then be used on a wider scale to produce more reliable and more valid models at both national and EU level.