

S e m i n a r E U R O M F

Exclusion mechanisms regarding persons with a (work) disability

Prof. dr. Jammaers

20.11.2020



UCLouvain

On Today's Agenda



- Conceptual clarifications
- Some statistical evidence of exclusion
 - Worldwide evidence
 - Differences across Europe
- Different exclusion mechanisms
 - Macro: disability policies
 - Micro: interpersonal dynamics
 - Meso: disability inclusion practices & culture
- Self-employment by PWD



“

Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.



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How many people have a disability?

1 in 6 (1.1 billion people globally) have a disability
(WHO, 2020)

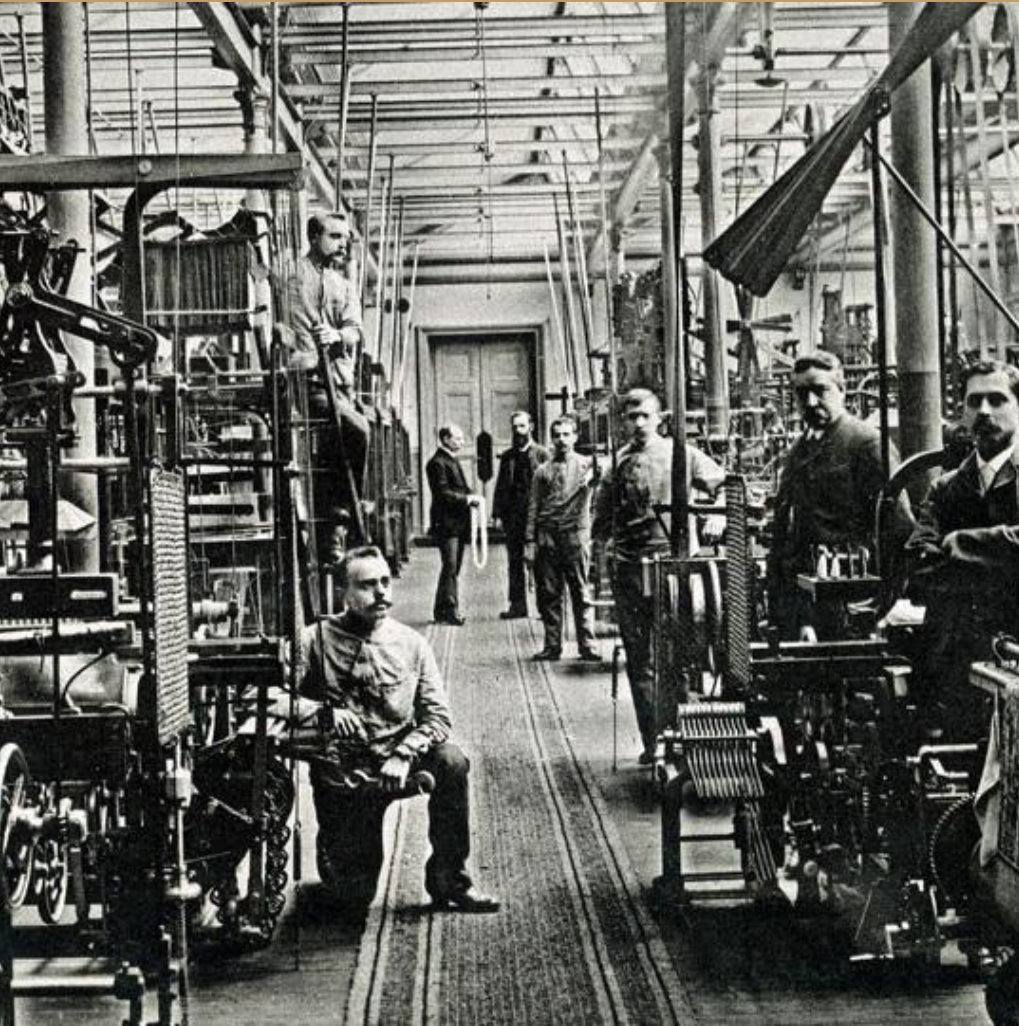
12.6% of the U.S. population (Kraus, 2017)

Likely to double to 2 billion by 2050 because of
ageing population (WHO, 2020)

Changing meanings of disability

PREINDUSTRIAL SOCIETY

- Dominated by religion and superstition
- Disability was equated to sin and persecuted
 - Distancing out of fear



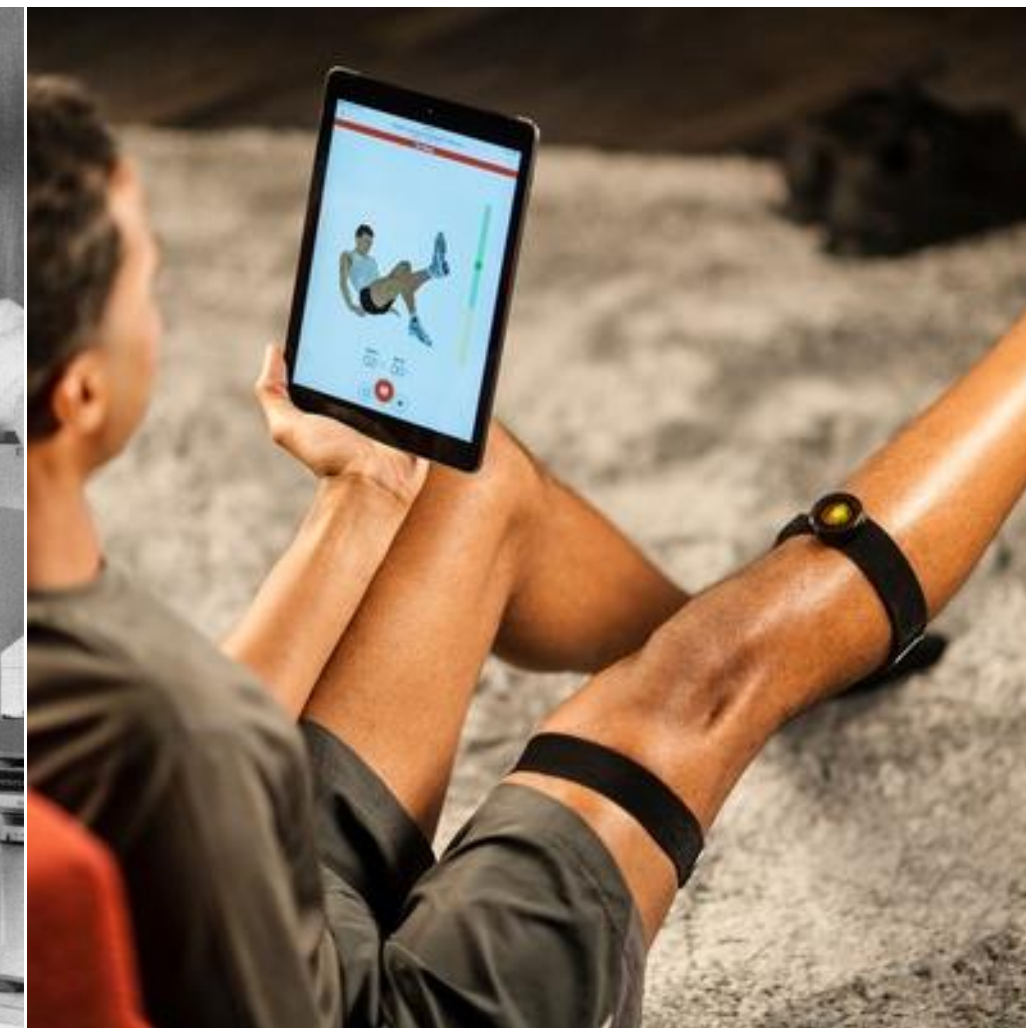
INDUSTRIAL CAPITALISM

- Growth of scientific knowledge and rise of capitalism
 - Disability as individual medical problem
- Evoked pity and societal obligation to fix the condition

Changing meanings of disability

THE RISE OF MEDICAL POWER

- Need to maintain an adequate labor supply
- Separation of 'fakers' from those with 'authentic' impairments
- Physicians certifying the legitimacy of disabilities
 - Growth of rehabilitation industry



Paraplegic persons / patients to be used by the Government Doctor

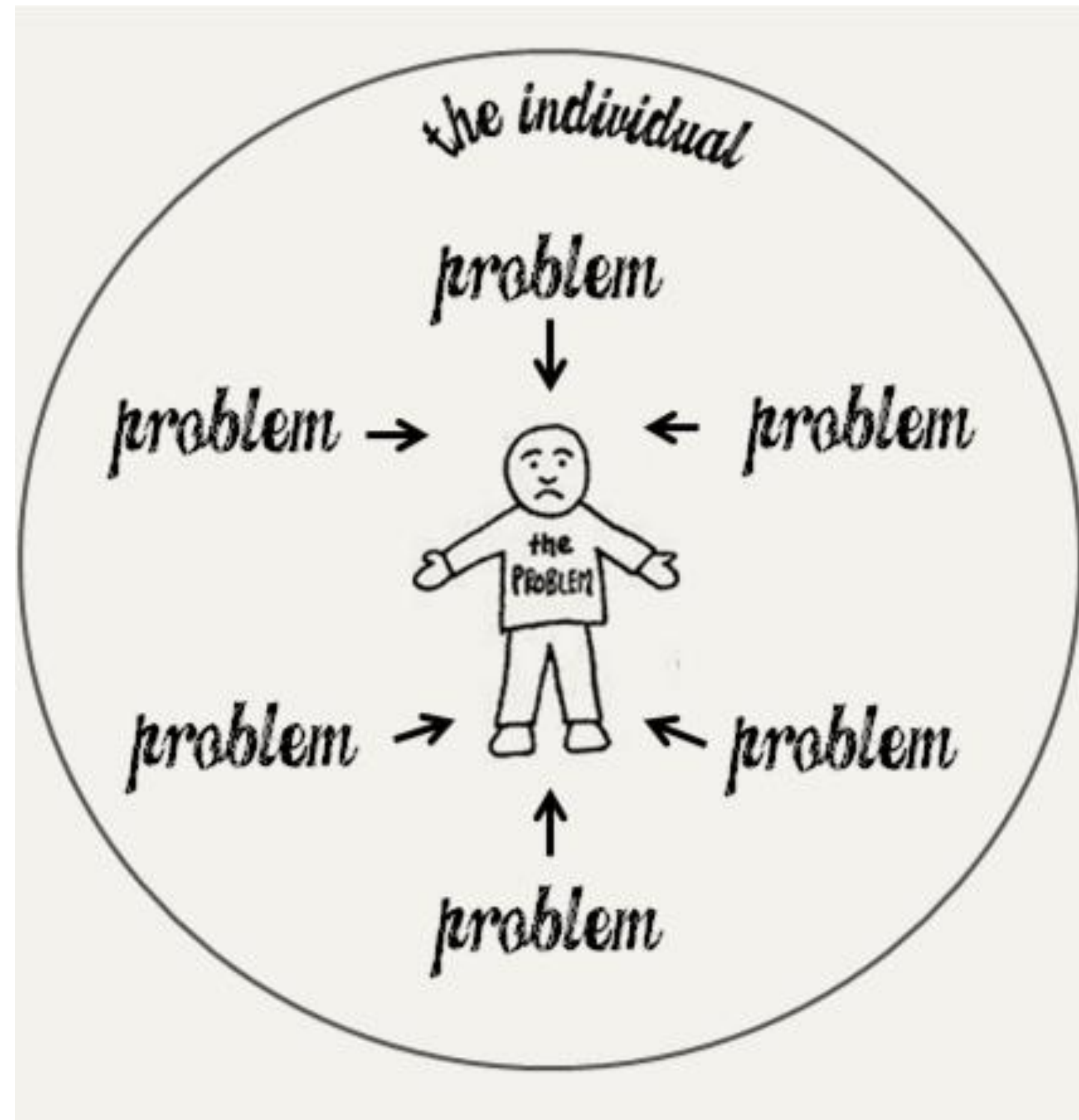
This is to certify that Shri/Smt. **SUBBOOR GHOURY** Whose Particulars are mentioned below, is a bonafide "Orthopaedically / Handicapped / Paraplegic person / patient and CANNOT TRAVEL WITHOUT THE ASSISTANCE OF AN ESCORT."

Particulars of the Orthopaedically Handicapped / paraplegic person / patient:

(a) Address **B-305, Indra Vihar Colony, Airport Road, Bhopal 462030 (M.P)**
 (b) Father's / Husband's Name **ANEE GHOURY**
 (c) Age **29 Years** (d) Sex **Male**
 (e) Nature of Handicap: (To be written by doctor whether the disability is Temporary or Permanent) **FOR MENINGITIS PARAPARETIC BOTH LL WITH WEAKENED R**
 (f) Causes of loss of Functional capacity **PHOX / JALU**
 (g) Signature or Thumb impression of Orthopaedically handicapped / paraplegic person / patient : (not necessary for those whose both hands are missing or non-funtional). **[Signature]**
 (Signature of Government Doctor) **डॉ. कमलेश देवपुजारी**
 Place **BHOPAL (M.P)**
 Date **25-09-2017**
 Clear seal of Government Hospital/Clinic **मो. पी.एम.ओ. (अस्थि रोग)**
राष्ट्र. जलियाँ हॉस्पिटल, बhopal
 Regd. No. **14021** Doctor

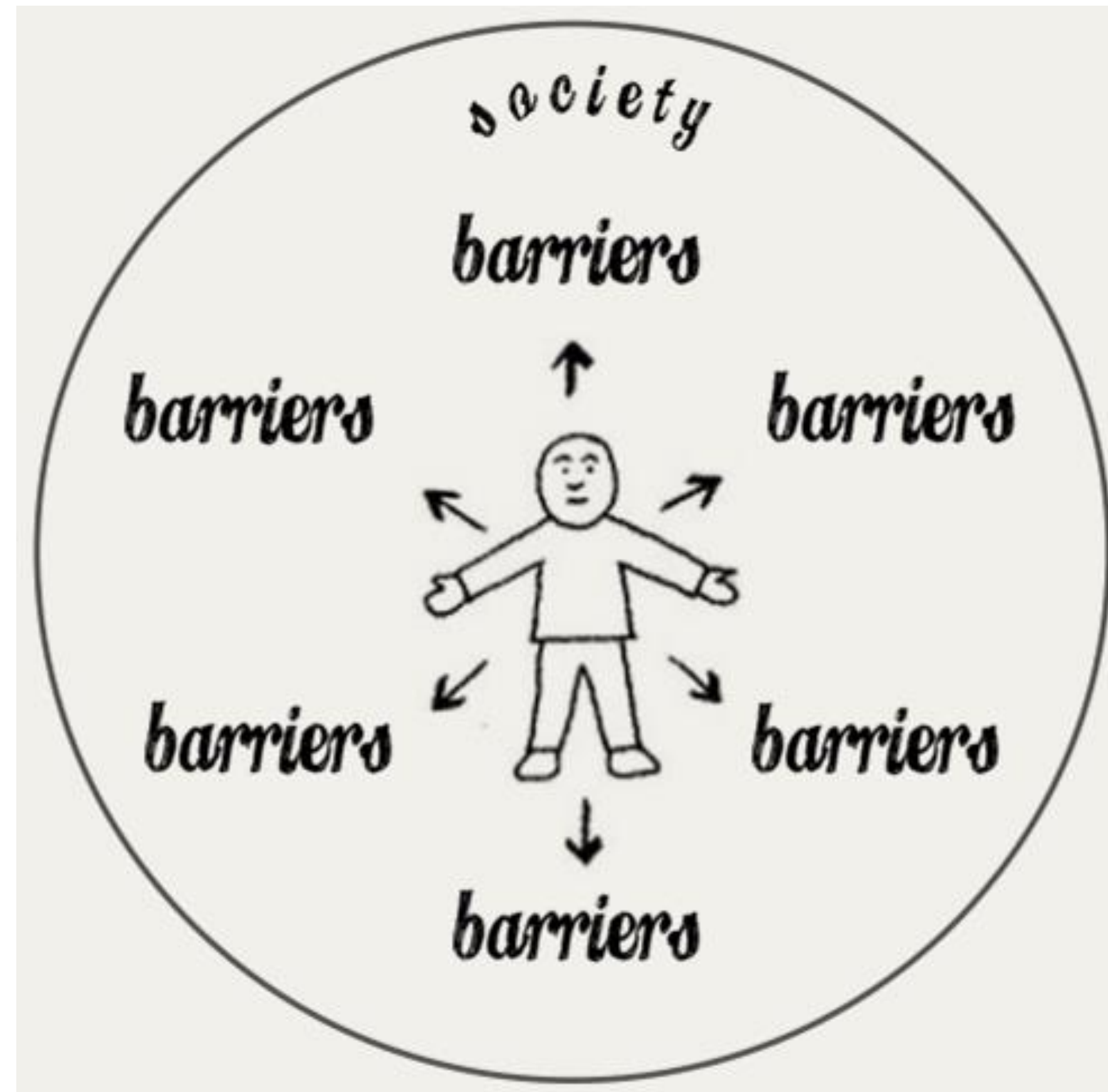
* Strike out where not applicable.
 Note :-
 (1) This certificate should be issued only to those Orthopaedically Handicapped / paraplegic persons / patients WHO CANNOT TRAVEL WITHOUT THE ASSISTANCE OF AN ESCORT. The photo must be signed and stamped in such a way that Doctor's signature and stamp appears partly on the certificate.
 (2) In the case of temporary disability, the certificate will be valid for five years from the date of issue. In the case of permanent disability, the certificate will remain valid for (1) five years, in case of persons upto the age of 25 years, in case of persons in the age

The medical model of disability



- ✓ Traditional view of personal tragedy
- ✓ Disability is caused by impairment
- ✓ The individual who is impaired is the problem
- ✓ The solution to the problem lies in medicine:
curing

The social model of disability

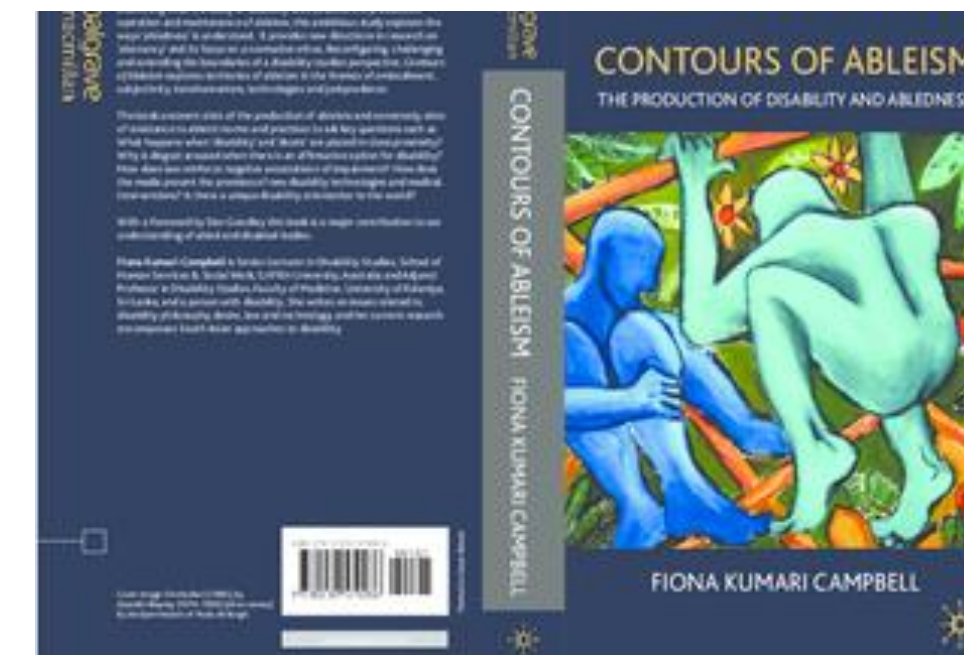
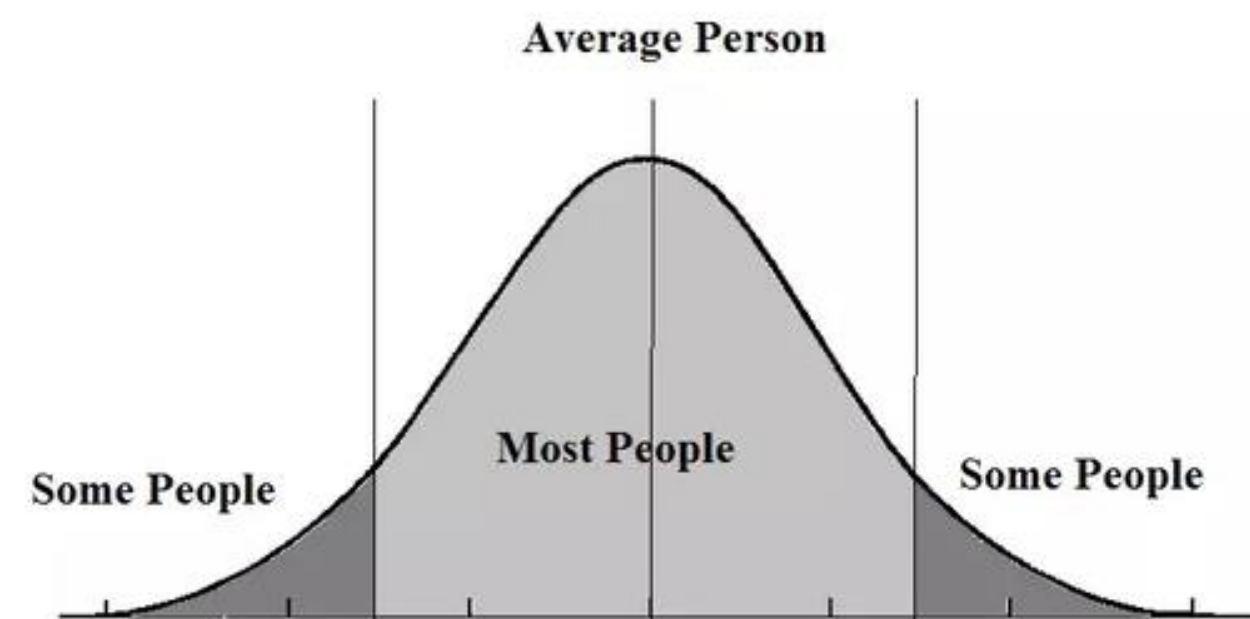


- ☑ Activist and disability studies view
- ☑ Disability is caused by social barriers
- ☑ The problem lies with a maladapted society
 - ☑ *Inaccessible environment:*
communication, services, built space
 - ☑ *Attitudes:* prejudice, stereotyping, discrimination
 - ☑ *Organizations:* inflexible procedures and processes, ableist discourses

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Ableism

Ableism refers to ideas, practices, institutions and social relations that presume able-bodiedness or non-disability as a normative organizing principle against which all are assessed, generating a collective understanding of disability as a diminished state of being human (Campbell, 2009).



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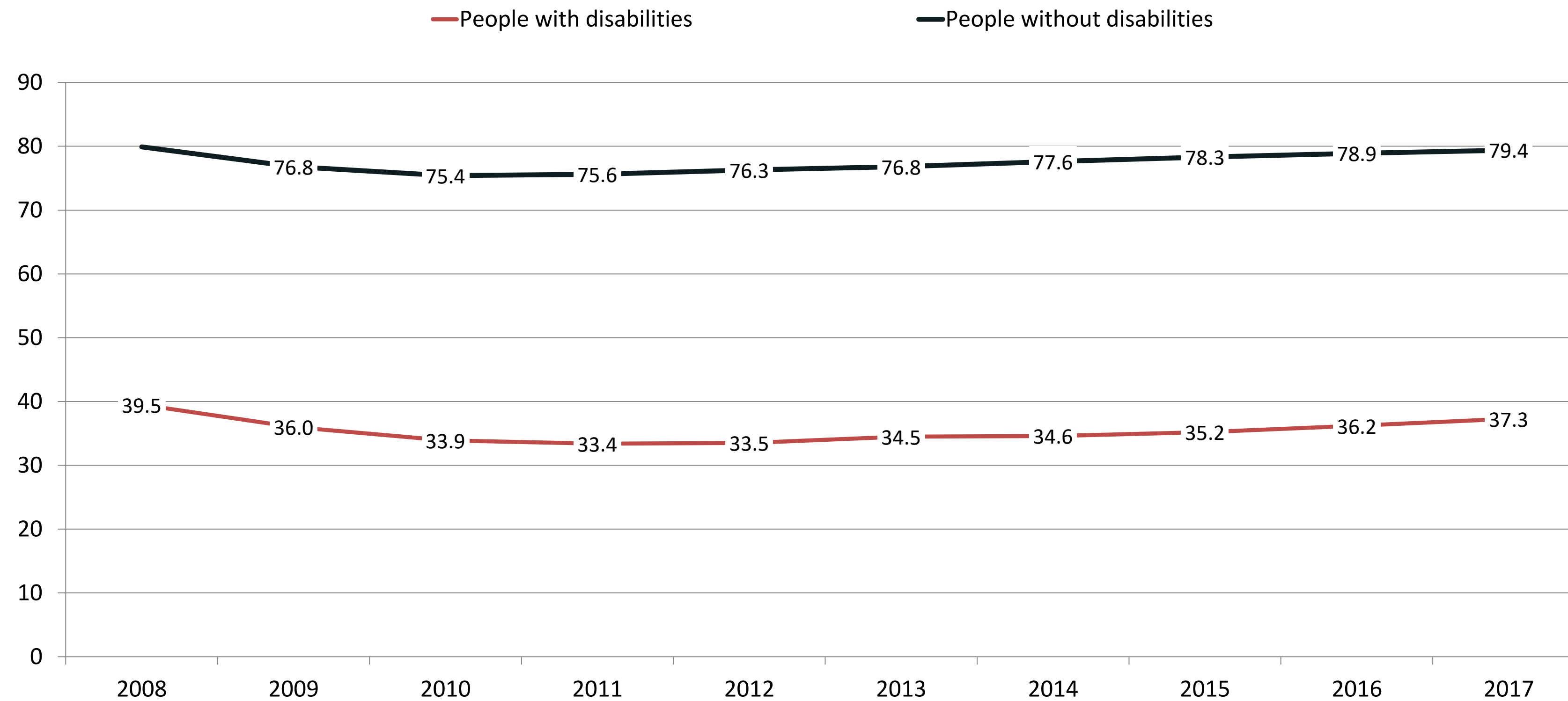
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Exclusion from the workplace

- Employment rates average 40% of the overall employment level, and unemployment rates are typically twice the overall average (WHO, 2011).
- Persistence of employment gaps over time (Geiger et al., 2017).
- Correspondence test: job application with and without mention of disability, net discrimination rate of 0.46*** (Baert et al., 2016).

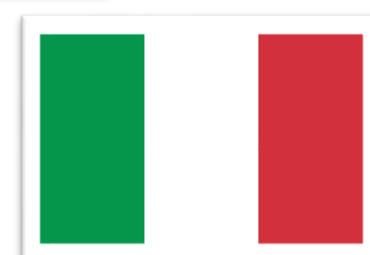
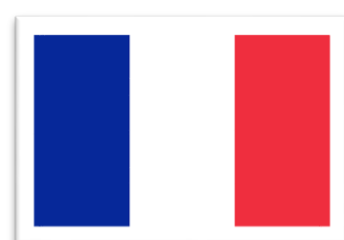


Evolution of US Employment rate of pwd

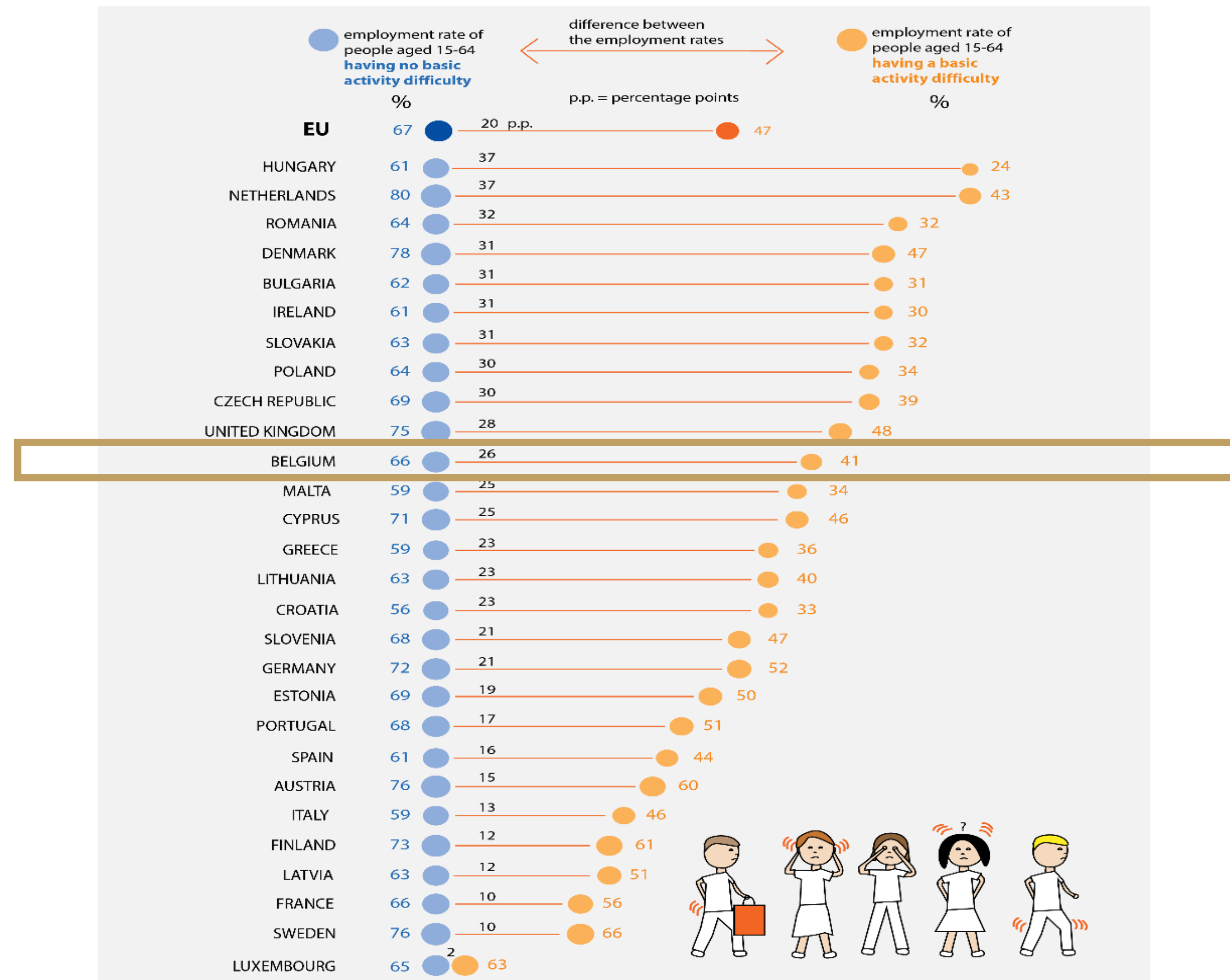


Countries' rankings in disability employment across different surveys 2011/12

	Ranking for gap			Ranking for rate		
	ESS	EU-SILC	EU-LFS	ESS	EU-SILC	EU-LFS
Austria		11	6	7	5	
Belgium	20	22	15	19	20	15
Bulgaria	21	16	19	22	18	20
Cyprus	11	4	14	15	8	12
Czech Republic	16	23	16	10	19	16
Denmark	2	15	21	5	12	11
Estonia	4	14	10	4	10	9
Finland	8	6	3	6	4	4
France	9	3	2	9	5	6
Germany	5	9	11	7	3	7
Greece		8	13		23	17
Hungary	23	24	22	23	24	22
Iceland	15	20	9	14	16	2
Ireland	6	19	19	20	25	21
Italy	1	1	5	1	6	13
Netherlands	22	17		12	9	
Norway	17	25		8	13	
Poland	14	18	17	13	21	18
Portugal	18	13	8	21	17	8
Slovakia	19	5	18	17	11	19
Slovenia	12	10	12	18	15	10
Spain	10	12	7	16	22	14
Sweden	3	7	1	3	2	3
Switzerland	7	2	4	2	1	1
UK	13	21		11	14	



EU employment rates people with and without basic activity difficulty (2011)





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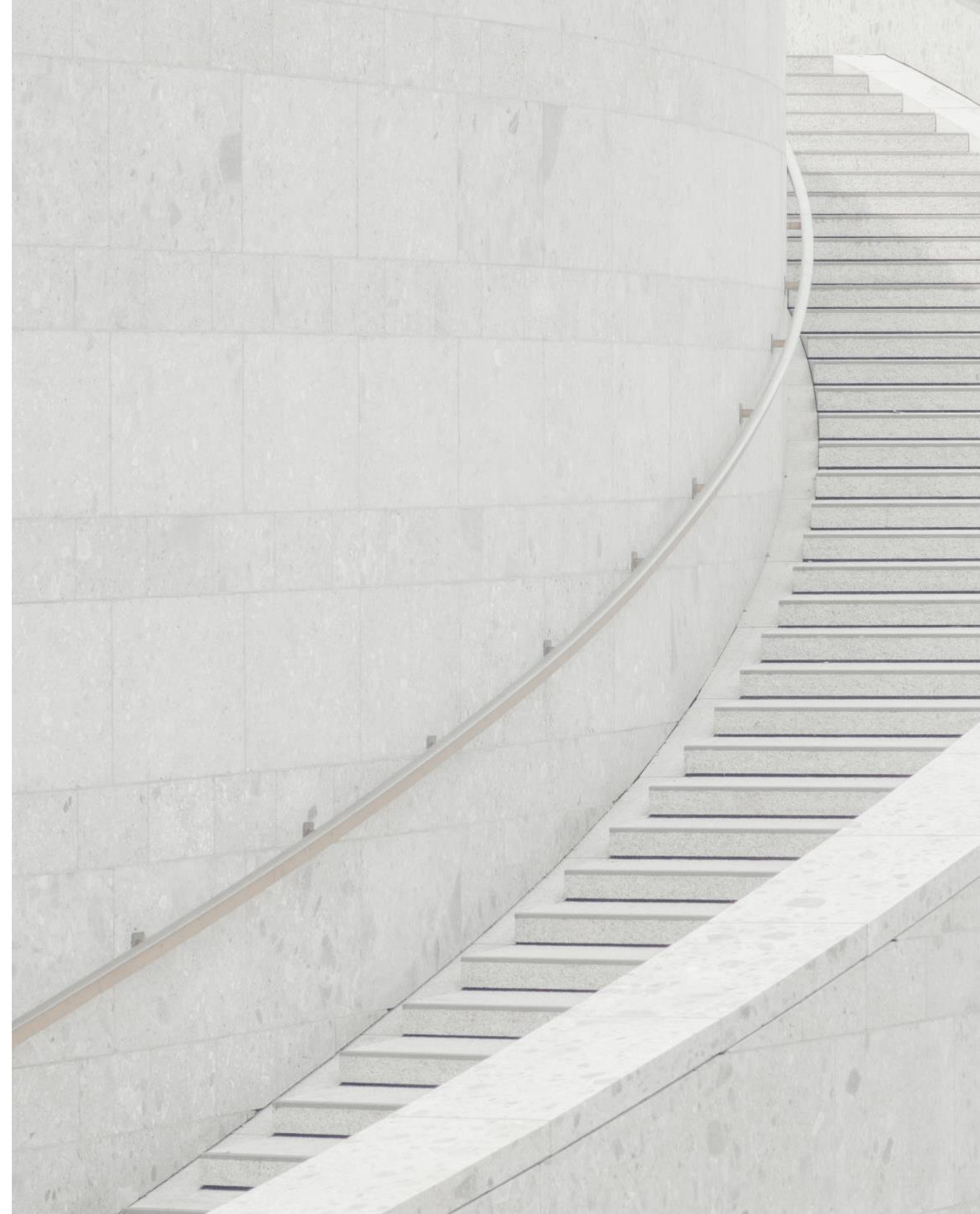
Why employment is important

- A right of each citizen
- Enhance health, physical and mental well-being, and sense of self-worth
- Economic independence
- Reduces dependency on social benefits
- Provides a meaningful place in society
- Ability to contribute talents and skills to the economy and civil society more broadly



Exclusion inside the workplace

- pay gaps (Kruse et al., 2018),
- temporary and part-time contracts (Pagán, 2012),
- segregation into low-quality work and certain occupations (Maroto and Pettinicchio, 2014),
- lower job and pay satisfaction (Shantz et al., 2018),
- lower performance evaluations (Lengnick-Hall et al., 2008),
 - underemployment (Konrad et al., 2012)
 - ill-treatment (Fevre et al., 2013).
- more work-life balance problems (Jammaers & Williams, 2020)
 - more accessibility issues (Van Laer et al., 2020)



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Macro disability employment policies

- Quota with or without levy-grant system for private / public companies (Samoy & Waterplas, 2012)
 - Wage subsidies (Samoy & Waterplas, 2012)
 - Reimbursement of reasonable accommodation costs
 - Interpreting hours
 - Job retention
- Assistance in job search through PES and job coaching
- Targeted training in job growth areas (e.g., tech sector)
 - Inclusive non-segregated schooling system
 - Personal budget (non-work related)
- Legislation: anti-discrimination law of 2007 and CRPD 2006





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The Americans with Disabilities Act (2010)

- Civil rights law that protects around 15% of Americans with a disability
- ADA was revolutionary because for first time it *acknowledges systematic employment barriers* for pwd whose difficulties were once attributed to *individual problems*
- ADA demands organizations to alter their workplace to enable pwd *to participate on equal basis* with majority workers = *reasonable accommodations*
- ADA requires case-by-case, fact-based approach to providing reasonable accommodations to individuals who are qualified to perform the essential functions of a job
 - It should not impose *undue hardship* on the employer

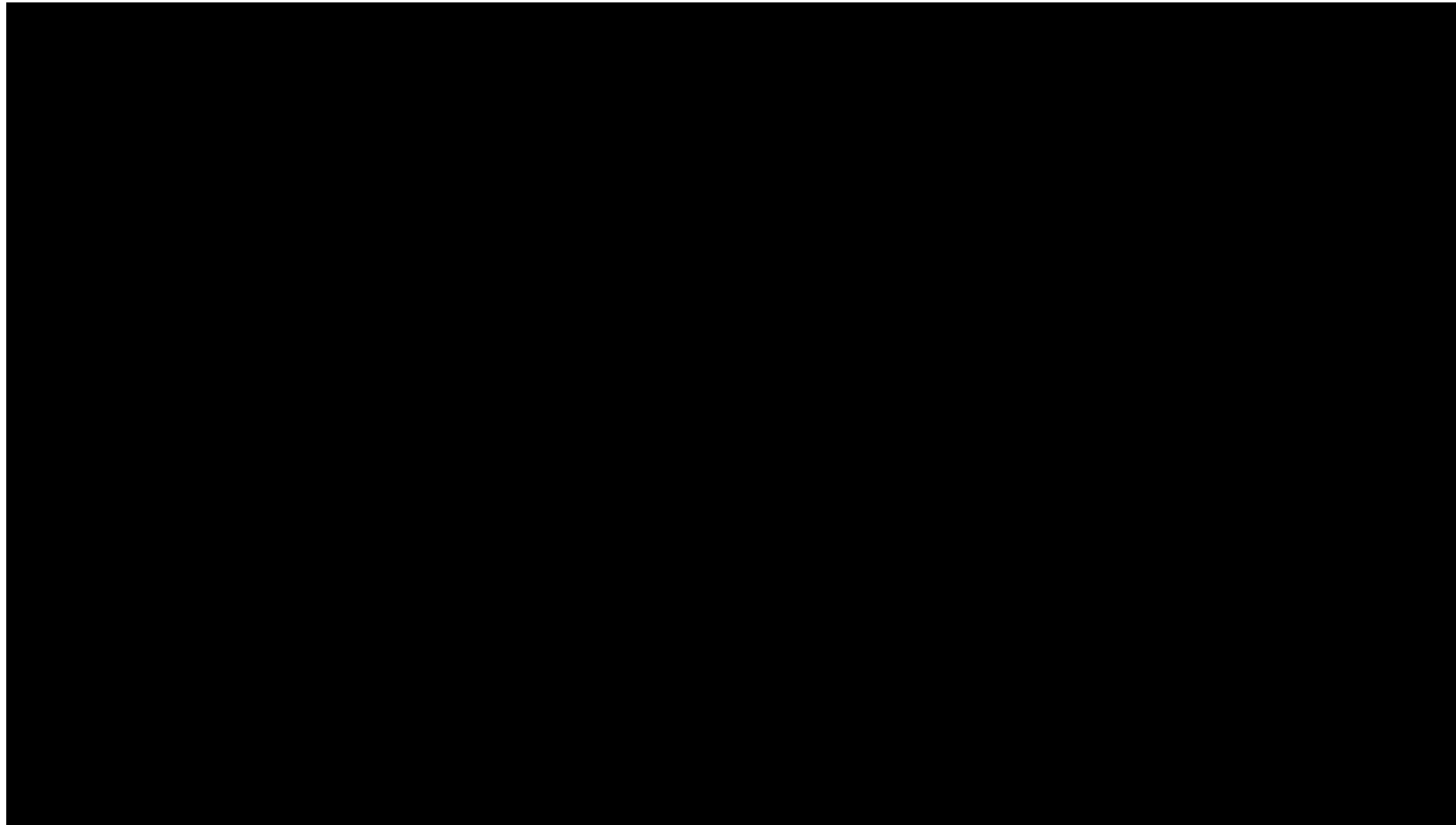
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ILO website



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Examples of reasonable accommodation

Reasonable accommodations are changes in the workplace that allow people with disabilities to participate on the same par with other colleagues in the organizational life.

It can be architectural or structural changes in the physical work environment as well as changes in the social organization of work.



(Not) requesting reasonable accommodations

Barriers to requesting reasonable accommodation:

- employers' reluctance to recognize disabilities
- exploiting the knowledge-resource differential

Personal compensation strategies as alternative:

- Working harder and for longer hours
- Coming to work sick, in pain, or without adequate sleep
- Putting in extraordinary effort
- Underemployment
- Using holidays for doctor appointments and sick relief

(Harlan & Robert, 1998)

Denying reasonable accommodation requests

Reasons for not granting reasonable accommodation:

- employers perceive it as *costly*
- employers perceive it as *disrupting the hierarchy*:
 - as a disruption to institutionalized class-based divisions
 - elevation of employee with disability above able-bodied employee (\Leftrightarrow yet s/he is worth less to organization)
- employers perceive it as *undermining authority*

(Harlan & Robert, 1998)

Disability Inclusion Best Practices



Develop top leadership commitment

Establish employment of people with disabilities as a clear priority, mobilize middle management, place people with disabilities in leadership positions.



Assign responsibility

Put someone in charge of attracting, engaging, and advancing employees with disabilities.



Find a partner

Find a partner in the placement business (e.g., State VR agency or local area community service provider)

Disability Inclusion Best Practices



Establish business resource groups

Identify leaders with interest in disability.
Create inter-unit partnerships, conduct accessibility assessments, get involved in recruiting.



Make managers accountable

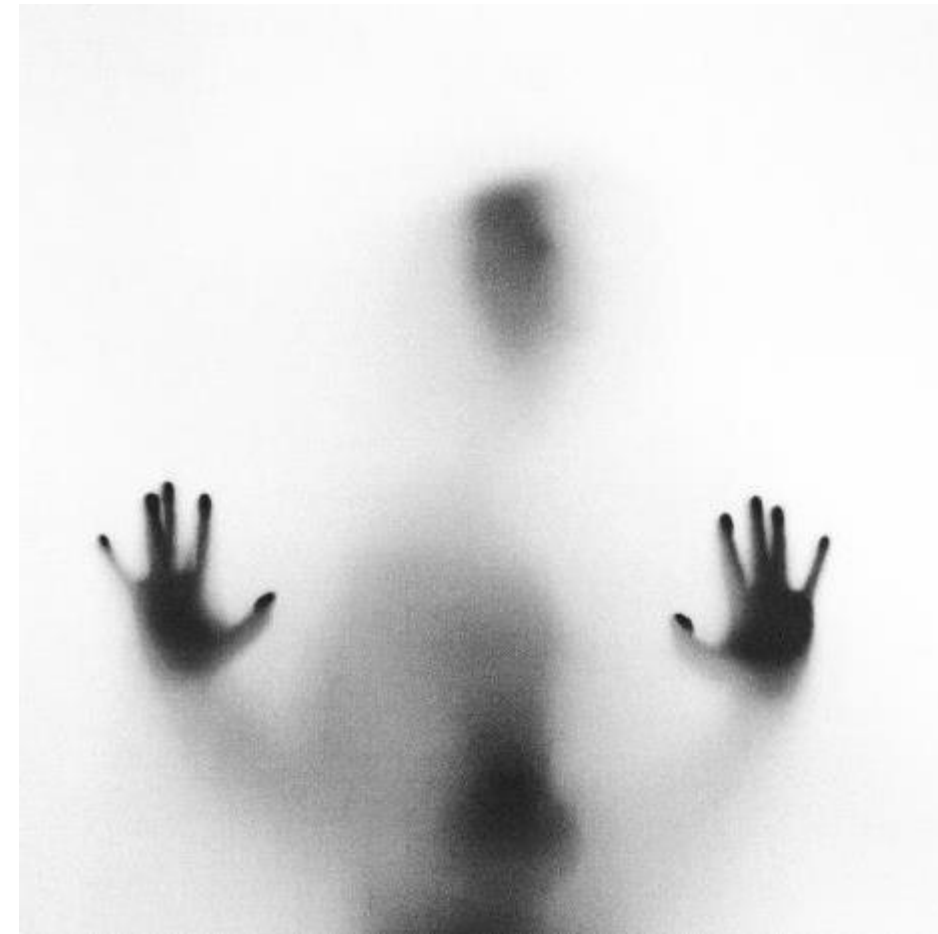
Incorporate disability goals into performance plans for managers and supervisors.



Measure for understanding and results

Include disability in employee surveys, measuring both performance and importance.
Link to measures of employee engagement.

Disability Inclusion Best Practices



Make it safe to self-identify

Most employees with disabilities are unidentified, or become disabled post-hire. Make disclosure safe, provide solid reasons to disclose (e.g. flexible work options, access to accommodations).



Raise understanding and skill levels

Train everyone on etiquette, understanding. Reduce fear of interacting with people with disabilities. Ensure managers understand their roles and accountabilities.

24 disability inclusion practices

- Reserved jobs and quota
- Monitoring of % PWD
- Outsourcing to sheltered workshops
- Offering internships to jobseekers with disability
- Arranging special job fairs for PWD
- Action plan to increase the number of PWD
- Adaptations in the recruitment phase/selection tests
- Adaptations in the physical work environment
- Adaptations in the organization of work (workhours / locations / tasks...)
- Adaptations during trainings and courses
- Clear and central contact person in charge of accommodation requests
- Structural meetings between PWD and line manager about the disability and changed accommodation needs
- Written document that summarizes made agreements on accommodations
- Sensitization on disability for managers and colleagues
- Specific attention for disability of customers
- Using internal staff with disability for enhancing knowledge on disability and appropriate practices
- Transparency in the way wage subsidies are used
- Contact with specialized disability agencies
- Training the use of the evacuation chair
- Voluntary disclosure policies
- Internal special unit for diversity and/or disability
- Regular audits for antidiscrimination during hiring/promotion
- Re-integration policy
- Line manager visits to PWD in the hospital

Reasons for career failure of people with disabilities

- stereotypes or negative attitudes of employers and coworkers
- disability-job fit stereotypes
- discourses of lower productivity
- fear of costs of accommodations
- lack of employer knowledge of reasonable accommodations
- assumptions disabled people are not interested in progress
- not being identified as a high potential and missing out on the 'grooming' activities
- lack of access to critical feedback
- lack of access to role models and mentors
- lack of socialisation due to isolation
- organizational values and norms that discourage help-seeking, requesting accommodation, or signal tolerance for disability-based discrimination

Ingredients for a disability inclusive HR policy



- Visible support from top mgmt.
- Mentoring & training programs for pwd
- 'Sensitizing programs' for colleagues and supervisors
- Rolemodels with disability in high functions
- Making success stories visible
- Realistic feedback for ability building

- Wide range of reasonable accommodations
- Platform (Amazon-like) for independently ordering material adjustments
- Immaterial adjustments as general HR policy (eg. via WLB policies)
- Documenting granted adjustments for if supervisors switch

- Employment goals (quota) with regular follow-up
- Reserved job systems
- Counting pwd as half FTE in internal book keeping to increase attractiveness and chances of internal mobility

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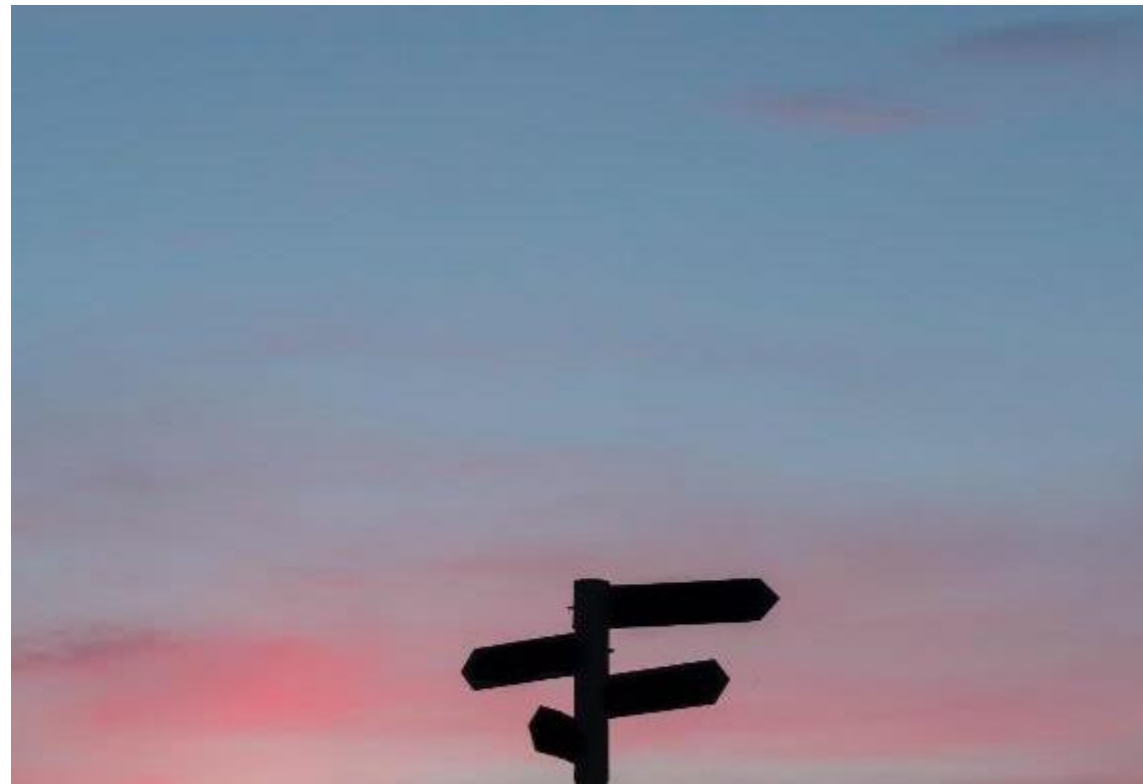
Entrepreneurship by PWD



- the number of self-employed PWD in Flanders increased from 16 193 in 2009, to 25 751 in 2016.
- 1 in 9 employed PWD is self-employed
- lack of clarity on how to get governmental support
- respondents' rely instead on employer organizations and family or friends
- need for more flexible taxation options for carrying out an activity as a secondary occupation to allow for adjusted working hours
- in theory wage subsidies but in practice these fail

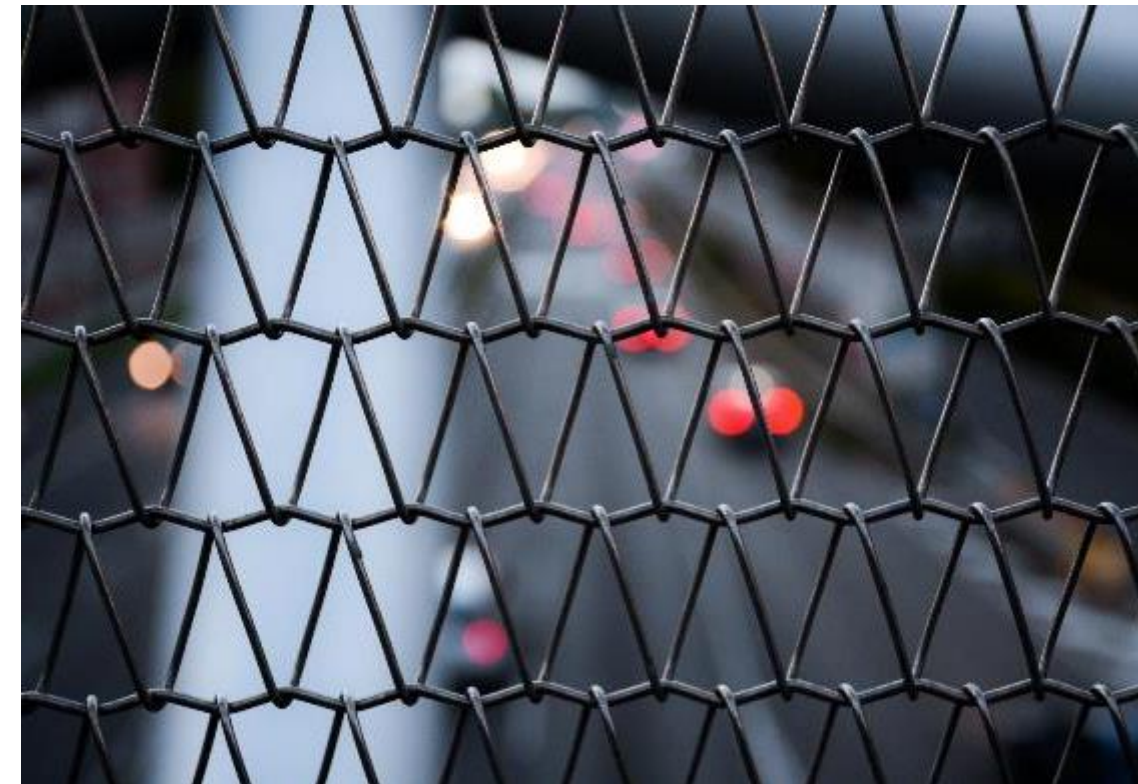
Barriers, motivators and talents of EwD

MOTIVATIONS



more opportunities to accommodate the disability;
flexible working schedule;
a greater independence; range of choices and level of self-determination;
greater job satisfaction; necessary push...

BARRIERS



discouraging financial structures by the government; lack of support from vocational rehabilitation counsellors; counsellor's lack of knowledge on how to start a business; inaccessibility of the built business environment; discrimination by banks, customers and suppliers

SPECIAL TALENTS



problem-solving skills;
resourcefulness: flexibility; creativity;
Impulsivity; willingness to ask for help; perseverance and superior discipline; tolerance for risk

References

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See also following websites

<https://www.disabilityatwork.co.uk/>

<http://www.businessanddisability.org/>

<http://www.oecd.org/employment/sicknessdisabilityandwork.htm>

<http://www.oecd.org/employment/emp/mental-health-and-work.htm>

https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/multilateral-system/g20/reports/WCMS_646041/lang--en/index.htm





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Questions regarding this presentation?

LOCATION

LSM School of Management
Place des Doyens, 1
B310

HOURS

Available after appointment

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MORE INFO

Available by mail from Monday to
Friday, 08:00-17:00

